

Annual Report 2018-2019



Carrington

LIVING • CARE • COMMUNITIES

enabled to care

Who we are

Carrington is a not-for-profit aged care provider located in the Macarthur region of Sydney that integrates home care, retirement living and residential care on its vast site of 450 acres. This model of care has been a great advantage to delivering services and ensuring continuity of care.

Built on a long-standing tradition of service spanning 130 years, Carrington is committed to providing holistic person-centred care that demonstrates its compassion, integrity and sensitivity.

Carrington's organisational culture is underpinned by a desire to treat every consumer with dignity, respect and kindness, and encourages consumers to actively participate in making choices regarding their care.

Carrington's integrated services work with all consumers to understand their needs, identity, culture and diversity. Carrington strives to bring joy and meaning to the lives of our consumers and support ageing well.

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Our focus is to create communities where older people can be independent, respected, healthy, happy and 'connected'.

Front Cover
Jean Bardsley & Jordan Rahl

Chairman and Chief Executive Report



Alek Jankowski
Chairman



Raad Richards
Chief Executive

Communities put an immense amount of trust in aged care providers. We need to always be worthy of this trust.

It is with great pleasure that we present our report for 2019.

The Aged Care sector continues to be reformed with an ever increasing emphasis on higher standards and more stringent compliance validation.

The Royal Commission into Aged Care, which commenced in early 2019, is now fully operational, conducting hearings in venues around Australia.

The Commission has heard a great deal of how people have been badly treated by a few aged care providers, which in itself is a very sad indictment of our sector.

The mistreatment of our elderly takes different forms in different places. A variety of examples of elder abuse have been reported, including the issue of restraint which has tested residential care in a fundamental way. For many people, this issue is personal and difficult to talk about.

Communities place an immense amount of trust in providers when loved ones move into residential care. This trust comes with high expectations and is hard to restore once damaged.

At Carrington, we take this trust very seriously. Our systems, practices and philosophy of care ensure that our consumers are not only treated well, but we endeavour to have open and transparent communication with our families.

In May 2019, LASA (Leading Age Services Australia) awarded the best age services providers in

NSW and ACT with Excellence in Age Services Awards. The dedication of our management and staff was recognised with Carrington Care receiving the best Organisation Award.

We operate in a dynamic industry and need to focus on continual improvement. In early 2019 we began the process of reviewing our policies and protocols to align with the new aged care standards in preparation for their introduction from July 1, 2019.

The debate on restraint is certainly one of the most challenging issues, because the reality of advanced dementia can be confronting and cannot be dealt with purely through rules. Notwithstanding this, Carrington fully supports the regulatory changes. We are very hopeful that the Royal Commission's recommendations will lead to a very positive and sustainable future for our industry.

Our staff will undertake further extensive training to equip them with greater knowledge and the skills to understand dementia, enabling them to effectively manage the presented challenging behaviors.

Strategic Plan 2019 - 2021

The Board has endorsed Carrington's new strategic plan which outlines our ambitious strategic direction for the next three years. As outlined in this document, our priorities are directed at our consumers, our people and our governance processes.



**WINNER
ORGANISATION AWARD
NSW/ACT**

Carrington Care

Our focus is to ensure that our consumers are treated with complete dignity and respect, through a better skilled and trained workforce and directed by strong processes and governance.

Over the next twelve months we will undertake to:

- Develop Carrington's workforce strategy;
- Enhance the wellness and quality of life of our consumers;
- Improve communication and engagement with our consumers and their families;
- Further strengthen our technology platform and build on our "Digital Transformation Strategies" that commenced in 2017;
- Expand our facilities through the development of the Assisted Living Concept and the development of Independent Living Seniors Housing to provide choices to our community;
- Expand the range and quality of our Community Care services;

- Complete the Master planning of our exciting development of our greenfield site on Smalls Road, Grasmere; and
- Ensure our financial viability continues to strengthen and build on a strong foundation.

Carrington is committed to serving our community in Camden and the greater Macarthur region through excellence in service, with a culture of respect, dignity and choice.

We are very grateful and appreciative of our staff for their passion and commitment to ensuring they do their best in meeting the needs of our elderly.

We convey our sincere thanks and gratitude to the community and our volunteers for their unstinting support and services, assisting us in delivering better care.

Finally the Board and Management are very confident about our direction and future.



Alek Jankowski
Chairman

Raad Richards
Chief Executive




Our older Australians deserve to be celebrated for their contribution to our country and for their wisdom and thanked for the valuable contribution they continue to make.

Our Achievements in 2018 – 2019 at a glance





**FINALIST
TEAM AWARD**
 NSW/ACT

The Wellness Club, Carrington
 Community Care




Huge effort made towards the completion of the Master Planning of the Smalls Road site following a successful rezoning of the site.



Completion of the Planning Process for future major developments, The Riverview Apartments (41) and Kent Terraces (20).



Completion of the transition to the new Aged Care Standards including staff education, implementation of the LASA Quality System and completion of self-assessment for our Residential Aged Care Facilities (RACFs).



Continuing to build on the Digital Systems Transformation Program with the successful implementation of vs.10.2 EPICOR, the e-Marketing system of EPICOR, the Webster Medication Management System (Medsig) and the LASA Quality System.



Successful accreditation of Grasmere Terrace Aged Care Facility for 3 years 2019-2022.



The establishment of Carrington's Wellness Club and upgrade of our Fitness Centre's equipment to benefit our Village residents and members of the Wellness Club.



Review of Carrington's Strategic Plan to realign with the new aged care accreditation standards.



Carrington was awarded the Best Organisation Award by Leading Age Services Australia (LASA) for Excellence in Age Services.







Carrington staff participated in the inaugural Aged Care Employees Day on 7th August 2019. Special morning teas and a BBQ lunch were held along with fun-filled activities which were enjoyed by all.

Our Vision Mission and Values

Our Vision
 "Carrington aspires to be the provider of choice which enriches and enables the quality of life for all people in our community."

Our Mission
 "We help you achieve well-being and fullness of life."

Our Values

C	A	R	E
Considerate Involves showing concern for the feelings and well-being of others. <ul style="list-style-type: none"> • Sensitive • Respectful • Mindful • Understanding 	Attentive Involves paying thoughtful attention and being alert to the needs and wants of others. <ul style="list-style-type: none"> • Aware • Observant • Listening • Interested 	Responsive Involves being prompt and proactive in making things happen. <ul style="list-style-type: none"> • Reliable • Timely • Effective • Response-able 	Excellence Involves providing a seamless experience where the highest of standards are consistently maintained. <ul style="list-style-type: none"> • Quality • Compliance • Innovation • Benchmarking 



Staff celebrate Grasmere Terrace Accreditation



LASA Award May 2019

Overview of Financial Results

Carrington (Centennial Care) delivered a consolidated Net Result of \$3.5 million before interest and depreciation for the year ending 2018/2019, including non-operating income.

During the year the business experienced a number of changes that impacted on the Net Result; the highlights included increase in Residential average occupancy levels, and the government temporary funding boost. The other major impact on the business was Carrington's continuing investment into IT systems and Carrington's Systems Transformation Program which is covered in this report.

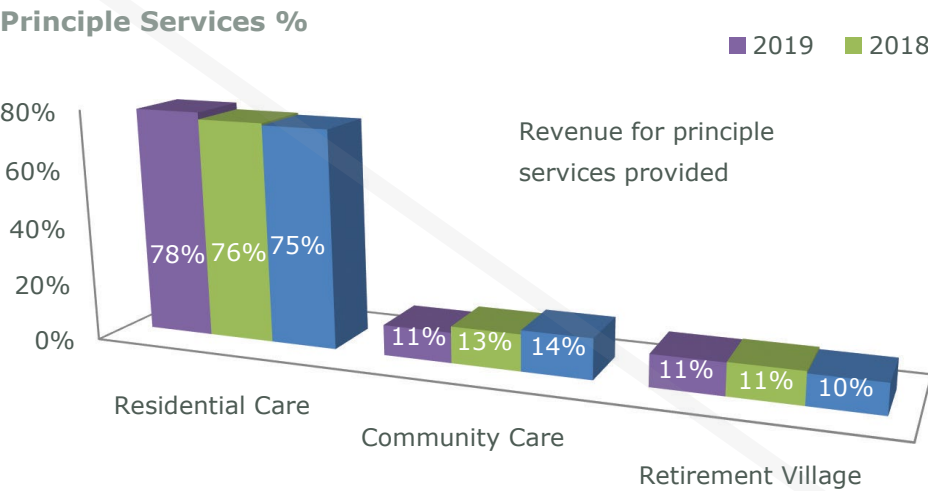
Statement of Profit or Loss and Other Comprehensive Income

Revenue

- Overall revenue increased by \$1.4m during the year to \$38.9m (2018: \$ 37.5m):
- Revenue from Residential Care increased by 8% due to the high level of demand for residential places, and the government temporary funding boost.
 - Revenue from Community Care Services decreased by 13% mainly due to the DoHA delaying the release of further home care packages.
 - Retirement Village revenue increased by 2.9% mainly due to CPI increase.

Expenses

Expenses excluding depreciation was \$35.9m which represents an increase of \$ 3.2m from



last year. The Cost increase is attributable to the Labour and other Operational costs associated with the increase in occupancy levels in Residential Care. Despite such an increase on last year, we are continuing to achieve success through operational efficiencies being implemented in parts of the business.

Statement of Financial Position

Assets

Total assets increased by \$5.3m (3%) to \$178.2m primarily due to short-term funds being invested, according to prudential requirements.

Liabilities

Liabilities increased by \$7.7m (5%) primarily due to additional RAD's and Bonds received.

Cash Flow

Cash reserves increased by \$7.6m this year mainly short-term funds being invested.

Long Term Financial Sustainability

There are continuing plans to grow our services for residential care and retirement living in the next five years to meet future population demands through projects to expand our buildings and infrastructure on our Camden sites. We have also seen gradual releases of Community Care government packages, or upgrades of lower level packages to more appropriate packages that would effectively cover the needs of consumers.

Ongoing reviews of staff rosters, maximising ACFI revenue, operations, and reviewing supplier contracts will be key drivers for our managers to achieving best practices and efficiencies.

With the release of the new Aged Care Standards this provides a clear set of rules we can adhere to and the Community Care pricing transparency rules will provide more visibility of our services

and prices, and provide clear choices and comparison for current and potential consumers. Other items affecting the industry as a whole will need to be carefully analysed and considered for its impact on future Carrington business decisions. We will monitor the results of the Royal Commission to ensure that our processes reduce the risk of any potential risks to the wellbeing of our consumers.

Performance Management

Carrington monitors financial performance through reporting of Key Performance Indicators against set budgets and benchmark data (Stewart, Brown & Co Aged Care Survey).

Industry best practice is referred to when planning for the future. The feedback from consumers and staff surveys is evaluated to improve the quality and standard of services. Other sources of feedback and guidance have been our participation in committees of the Leading Age Services Australia.

Carrington management regularly monitors staff rosters against needs of our consumers,

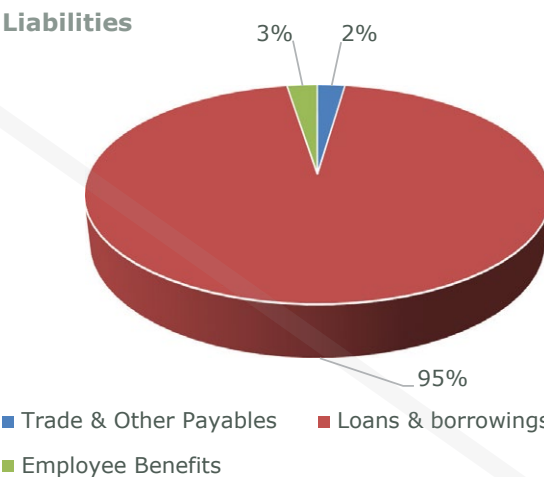
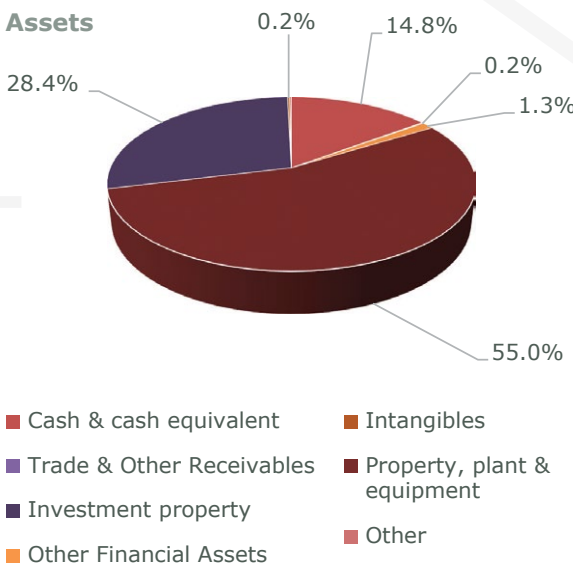
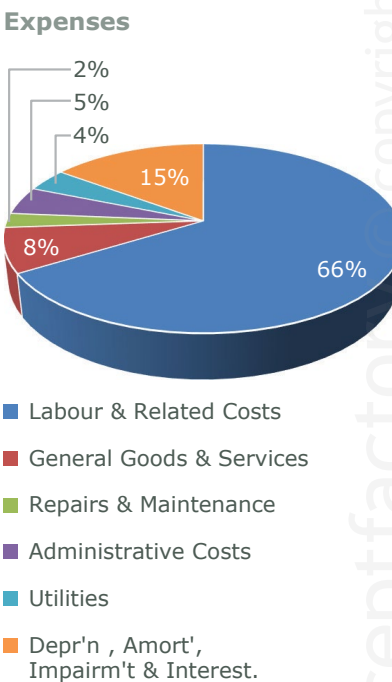
and as a consequence reassess the current needs in order to submit additional information to the DoHA to ensure we are maximising ACFI revenue.

Information Technology

2018/2019 Highlights

- Increase capacity of the existing Wi-Fi network. We have deployed more wireless access points through the site which has boosted coverage and ensure Carrington can utilise the network for many other systems in the future.
- Build a secondary internet connection. This infrastructure is a key component in Carrington's business continuation plan. It will ensure business can continue the event our primary connection fails.
- Rollout a Carrington hosted internet service for Residential consumers. This is a small part of many new services being offered at Carrington to provide greater choice to our clients.
- Integration of Community Care clinical system with our core financial system. This will greatly reduce manual work required to harmonise financial information within our organisation.

- Rollout of Medication Management System (Medsig). Medsig is an electronic medication dispensing system created by Webstercare and is now operational in all of our residential aged care facilities.
- Carrington's Online Policy and Electronic Quality Information Portal (EQUIP). Given the many regulatory reforms in the aged care industry its critical staff have access to reference documentation. EQUIP is an online portal that provides all Carrington staff with a central repository for all this information.



Carrington Systems Transformation Program

The original phase of the digital transformation program which commenced in 2016 was focused on creating a solid foundation for future growth. This was achieved by improving infrastructure and upgrading core systems. In 2018 and 2019 Carrington has strengthened this foundation by developing BCP capabilities and stabilising core systems.

This year has also seen a transition into the next phase. During this phase there will be a clear return on investments from previous years. This is our opportunity to move from stabilisation to adding new capabilities in our front line applications.

To assist with adding these capabilities and pushing beyond previous constraints Carrington created a new position, Business Application Manager. The purpose of the role is to provide drive and direction for digital transformation. Ben Hanrahan has been a valuable addition to the Carrington Team in this new role.

Medsig and eMarketing are two front line applications deployed in the first half of 2019. Medsig utilises our wireless network and a tablet device to access client records during medication rounds. Medsig is a fantastic tool to help Care staff provide a consistent high standard of care to our clients. eMarketing is used by the Customer Service Team to reach out to new customers and help keep existing customers informed. It utilises client data from Epicor to create mailing lists for marketing information.

There are several other projects due for completion in the second half of the year. Among these are Epicor Data Analytics (EDA), DocStar and Checked In Care. EDA is a Business Intelligence tool that will help Carrington identify trends and gain insights into the data we collect from our core systems. It will be a valuable tool to help direct future business direction.

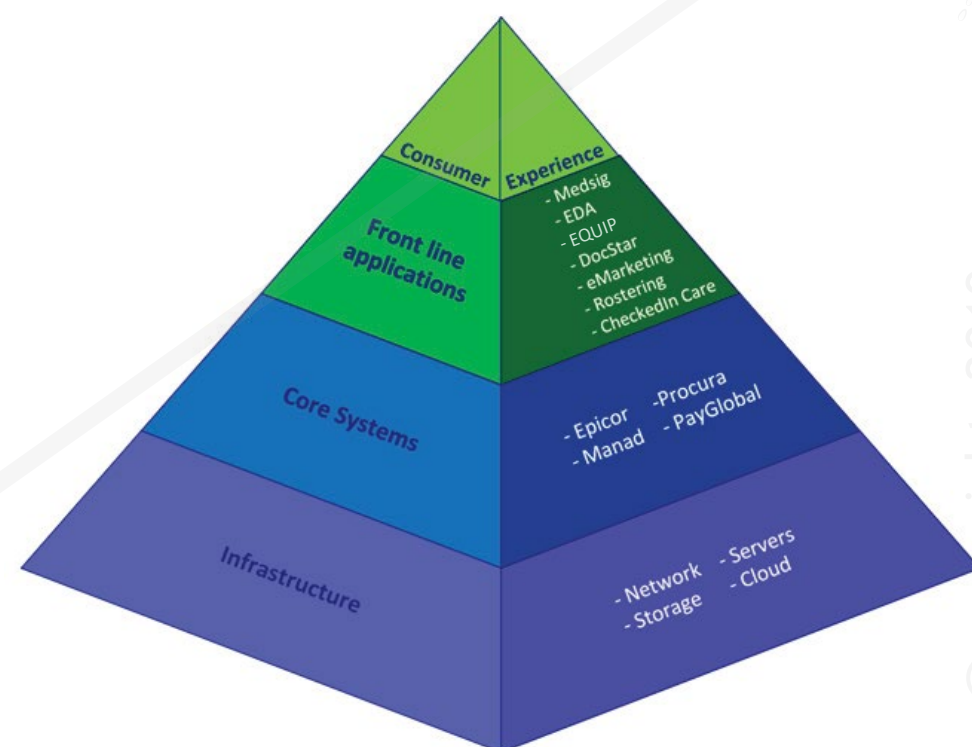
DocStar is an electronic document management system. Initially this will be used to automate our accounts payable process by automatically matching invoices with purchase orders. Long term this system will reduce our dependence on paper in all business processes.

Checked In Care is an application that will be used by our clients to access services, games, information and

communications with family/friends. This will be a great tool to help enhance their lifestyle.

Toward the end of 2019 we will continue to work on deploying a new framework for rostering and implementing a food services management solution.

In 2016 Carrington began a journey that challenged how technology was being used to achieve business objectives. This year has seen enormous progress along its project roadmap. Carrington technology continues to push past previous boundaries and remove constraints to business development. In the past 12 months the digital transformation plan has matured, our capabilities have made great strides and we've progressed toward our ultimate goal of enriching the consumer experience.



Operational Compliance

All Carrington facilities must be accredited/compliant in order to receive funding from the Australian Government through Care Subsidies. Our consistent, positive accreditation and compliance results are a direct reflection of the dedication of our staff and a reflection of Carrington's service excellence. The compliance process provides us with an important framework to ensure continuous improvement in the delivery of our care and services. The Hotel Services Team contributed to the successful re-accreditation of Grasmere Terrace in October 2018. The NSW Food Authority conducted their annual audit and Carrington has once again attained an 'A' Rating in 2019.

Live cooking continues to be very popular among our consumers led by our Head Chef, in facility dining rooms to engage care consumers sense of smell and hearing. This initiative has been very well received and the program was nominated as a category finalist for Catering Innovation in the Hospitality & Lifestyle Aged Care Awards in November 2018.

Hotel Services Team hosted several themed celebrations throughout 2018/2019. These have included; Australia Day, Chinese New Year, St Patricks Day, Christmas in July, State of Origin, Footy Finals and Oktoberfest to consumers in Residential Aged Care in conjunction with Leisure and Lifestyle teams ensuring that food and activities are co-ordinated on theme days to provide an overall enjoyable experience for the consumers. Rocksalt@Carrington continues

to be a popular place to visit for our consumers, families and the local community around Camden.

The venue offers a selection of fine meals and a vibrant atmosphere for all patrons and corporate functions and events. The Hotel Services Team continues to develop the service offering and look forward to continuing this in the coming year.



Our Executive Leadership Team



Raad Richards

Chief Executive
2004 – Current

Qualifications:

Business Administration (BBus), Industrial Relations and Human Resources (Graduate Diploma), and Master of Health Planning (MHP).

Career History:

Raad has had over 40 years' experience in health and aged care services in New South Wales. Prior to joining Carrington in February 2004, Raad occupied a number of senior executive positions in the NSW Health System.

Raad has extensive involvement at Board level in various professional and community organisations, including: Past President and life member of the Australasian College of Health Service Management, (NSW Branch); Board Member of Unity Bank; Chairman, Creating Links Community Services; Deputy Chair Leigh Place (aged care organisation) and Chair of Leigh Place Property and Development Committee; Board Member Meaningful Ageing Australia.



Greer Jones

Executive Manager Residential Care
2009 – Current

Qualifications:

Registered Nurse, Registered Midwife and has a Masters in Management.

Career History:

Greer has been a Registered Nurse for 50 years and has held various positions in Health Services; Commissioned Maternity Services, Campbelltown Hospital 1985; Deputy Director Nursing, Camden Hospital 1995; Director of Maternal and Child Health, Macarthur Health Services; Director of Nursing, Acute Care, Macarthur Health Services.

Greer has held management and executive management positions in Aged Care since 2005. Greer was part of the commissioning team responsible for Paling Court Aged Care facility.



Mark Tutt

Executive Manager Business Operations
2012 – Current

Qualifications:

Master of Business Administration, Graduate Certificate in OHS and Diploma of Facilities Management.

Career History:

Mark has over 16 years' experience in the aged care industry and has occupied a number of senior positions, including direct management of operation and business improvement for Retirement Villages, Aged Care Facilities, Respite Day Care, Community Care and related Health Care Services.



Mauricio Cordoba

Executive Manager Finance and IT
2018 – Current

Qualifications:

Bachelor of Commerce (Accounting), Associate Diploma of Accounting, CPA Member.

Career History:

Mauricio has an extensive range of experience in senior finance and operations executive roles. He is highly skilled in analytics, overseeing day to day commercial operations, providing business planning, and management reporting. Mauricio enjoys leading and mentoring his team members.



Vicki Martins

Executive Manager Community Care
2013 – Current

Qualifications:

Diploma of Applied Science (Nursing).

Career History:

Vicki has worked in various positions in Aged Care since 1987.

Vicki has been working at Carrington since 2013, her first position being Respite Assistant and Relief Coordinator, the Community Care Case Manager. Vicki was appointed to the position of Senior Case Manager in 2016, and then to the position of Executive Manager Community Care in October of 2017.



Steve Nielsen

Executive Manager People and Culture
2019 – Current

Qualifications:

Bachelor of Arts (Psychology), Graduate Diploma in Educational Psychology, Graduate Diploma in Human Resources and Industrial Relations.

Career History:


Steve has over 20 years' human resource management experience, spanning across multiple industry sectors; from small to medium local enterprises to major global corporations.

Prior to joining Carrington, Steve managed large and complex business transformation projects in Finance, Banking and Insurance. Before that, he held senior HR leadership roles in Pharmaceuticals, IT as well as in the private sector. Earlier in his career, Steve established and managed his own HR Consulting and Registered Training Business.


Our Care Services

Staff

There have been a number of staff changes among our senior nursing staff this year.

 Roxana Franco was appointed as the Care Services Manager, Grasmere Terrace in May 2019. Sara Stec was appointed as the Care Service Manager for Werombi Court November 2018.

In supporting clinical care delivery and leadership of the care team Carrington has implemented the role of Clinical Manager.

Jennifer Dickson was appointed as the Clinical Manager, Grasmere Terrace in June 2019. Maria Ingham  was appointed as a Clinical Manager, Paling Court in June 2019. Leanne Russell was appointed as a Clinical Manager in Mary Mackillop with an additional responsibility as the weekend manager for the Carrington site and responsibility for management of the computerised clinical management system (MANAD).

A Business Manager role is being trialled for Paling Court and Werombi Court.

Belinda Whinnery was appointed as the Leisure and Lifestyle Coordinator in January 2019.

The previous role of Quality and Clinical Education Coordinator has been separated into two roles with Cherylyn Brooker appointed as the Clinical Nurse Educator in January 2019 and Jeannette Farkas appointed as the Quality and Clinical Safety Coordinator in May 2019.

Ongoing Education Opportunities

In February 2019 a pilot project for a 12 month trainee program for care staff was introduced in partnership with ARC a registered training organisation. Eight trainees commenced, they have fortnight theory sessions at Carrington provided by ARC training and have additional sessions with the Clinical Educator to ensure they are ready to provide care

to our consumers. The trainees are rotating throughout the four facilities and in their first rotation they spent one day a week with the Leisure and Lifestyle team. In their fourth rotation they will spend 2 days with the Community Care team. This should give them a good understanding all aspects of Carrington's of the aged care industry.

Accreditation / Quality Systems

In November Grasmere Terrace underwent a 3 day re-accreditation audit which was the first of the unannounced re-accreditation visits from the Aged Care Quality and Safety Commission, to complete the 4 standards covering management systems, health and personal care, resident lifestyle and the physical environment. In addition to the standards there are 44 expected outcomes which were met achieving 3 years accreditation.

Unannounced visits from the Aged Care Quality and Safety Commission occurred at Mary Mackillop, Werombi Court and Grasmere Terrace facilities. Each of the facilities have met all the outcomes reviewed. This provides an opportunity for consumers and their representatives and staff to interact in the process. Consumers and their families expressed satisfaction telling the assessor that "the best thing is I can communicate with the nurses, they look after me, I feel

"the best thing is I can communicate with the nurses, they look after me, I feel comfortable and I am in a safe environment, we can get out to a lovely garden"

comfortable and I am in a safe environment, we can get out to a lovely garden". Most of the consumers interviewed said that they enjoyed the food.

Research Involvement

Planning commenced in May with Western Sydney University to partner in a PhD research project from the MARCS Institute for Brain, Behaviour and Development. The project will run from September until December for two 30-minute sessions per day for 2 days per week. Each session will have 4 consumers for a 30-min session. Consumers are allocated to a particular session group and time, which remain the same each week, for 12 weeks.

Time Travelling with Technology is a program aimed at promoting engagement of consumers and

care-staff/consumer relationships through technology based reminiscence therapy.

Student Placements

Student placements – Nursing students from University, RTO's (TAFE, ARC) continue to gain experience in Aged Care at Carrington. This also provides us with the opportunity for future recruitment.

Western Sydney University Allied Health 3rd Year Physiotherapy and Occupational Therapy students comprising of 5 week blocks have been ongoing during the year.

Western Sydney University School of Medicine has negotiated community placements of 5 week blocks 2 days per week for its 3rd Year Medical Students commencing in August.

In collaboration with Carrington, Dr Alison Short from Western Sydney University has continued placement for final year Masters of Music Therapy students, three students commenced in semester 2, 2019. This initiative has had a positive outcome for our consumers in all the facilities.

A pilot project by Campbelltown Hospital introducing a Community Geriatric Service for the Winter season for 2018 was so successful the service has been made permanent. The team of Specialist Geriatrician's aim to intercept and divert potential hospital admissions and treat the consumers in their home

here at Carrington. The teams at Carrington also make referrals to the service and the Geriatricians also follow up with consumers post discharge from hospital.

Allied Health Services

Our Physiotherapy team have been achieving good results with an increase in the number of consumers attending the Pain Management program. Feedback is very good from the residents. This year Carrington has increased the pain management program for our consumers from 15% to 32% with the assistance from contract physiotherapy and occupational therapy. Benefits for residents are being achieved with reduction in pain and improvement in movement and mobility.

Last year's trial of chair Yoga in Werombi Court has been implemented in all the facilities with good attendance from the consumers.

Our referral process for Optical, Podiatry, Dietitian, Speech Pathology, Occupational Therapy, Australian Hearing Services and Dental Services continue to enhance our consumers health care and provide positive outcomes.



Penny Rivers, Gladys McKenzie and Heather Crosland

Our Care Services Cont.

Lifestyle

Carrington's Leisure and Lifestyle team continue to develop innovative and stimulating programs for all our consumers. The programs have been designed to meet the preferences and choices of our consumers across all facilities and continue to include: day trips and luncheons at local restaurants and clubs, swimming, cooking, Bunning's DIY program for both men and women.

Other highlights have been days out to Teen Ranch participating in their activities and fortnightly visits with preschool children.

Another highlight for the year is "Back to School" day at Magdalene Catholic College

where students and consumers spent the day together in the various classrooms, discussing how the education system has changed and improved with progress.

Annual festivities and special days such as Christmas, Easter, ANZAC Day, Mother's Day, and Father's Day festivities were celebrated in all facilities.

"Christmas in July" has become a very popular annual event with our residents and was celebrated on 25th July.

All the facilities held and celebrated the "Biggest Morning Tea" to raise money for Cancer research. The total raised this year was \$1010 which was a great effort.

Other initiatives this year

have been monthly group activities between Residential Care, Community Care and Independent Living consumers held in the Recreation Club.

Intergenerational Preschool visits are a highlight for our consumers as well as our Pet Therapy Program.

In November 2018 Channel 7 aired the program about the Steve Mortimer's Shoot and Shuffle and the competition between students at Magdalene Catholic College and Carrington consumers from Mary Mackillop. This sport is very popular among the consumers.



'Back to School' program in partnership with Magdalene Catholic College



Left to right: Robert Watts, Joy Houghton, Robyn Oxley and Kevin Lawler



Our Volunteers

The 2018/2019 Financial Year was a successful year for volunteering. While we farewelled some of our long term volunteers, we also welcomed new volunteers to the program. The current number of volunteers at Carrington currently sits at 94, with this number expected to grow.

Our school community outreach programs have continued to be popular with local high schools, and our Duke of Edinburgh program is also growing from strength to strength, and continues to be very popular with local students.

Our volunteers work closely with the Leisure and Lifestyle teams in each of our facilities. The contribution of our Volunteers is essential to support our consumers in maintaining valuable connections to our local community.

Volunteering Highlights 2018/2019

- National Volunteer Week May 2019
- High School Community Service Program
- Fluvax program for volunteers

National Volunteers Week

Carrington holds a Thank You Morning Tea annually for all of our volunteers. This is held in conjunction with National Volunteer's Week. It gives our staff and consumers the chance to acknowledge the hard work and dedication displayed by our volunteers. A volunteer within each section of Carrington is nominated to receive an award.



In Recognition of our Volunteers 2019

Volunteer	Category	Volunteer	Category
Allan Garnam	Gift of Time	Ken Thompson	Mary Mackillop Facility
Olive Fowler	Mary Mackillop Kiosk	Graham Shelley-Jones	Carrington Bus Service
Kay Gammon	Paling Court Kiosk	Norm Crompton	Carrington Bus Service
Kiosk Team	Grasmere Terrace Kiosk	Jill De-Ath	Village Volunteer
Kayla Hill	Werombi Court Facility	Christine McCrossen	New Volunteer
Naida Sutton	Grasmere Terrace Facility	Carmen Karuada	Pastoral Care
Robert Patane	Paling Court Facility		

Duke of Edinburgh Program/ School Programs

We are proud to host students completing their Duke of Edinburgh award program in our residential care facilities. The students choose an activity to undertake with a consumer or group of consumers, and then spend an hour each week in the facility conducting this activity. It provides both generations an opportunity to learn from each other.

We have also been able to expand our school community program, forming partnerships with new high schools that were not previously engaged with Carrington.

Highlights for Pastoral Care



Pastoral Care Volunteers

Carrington's Pastoral Care program is primarily staffed by a team of trained volunteers, who are matched with consumers across Carrington. As a non-faith-based organisation, these visits are not necessarily associated with religion, unless this is relevant to the consumer. Instead, visits give each consumer opportunity to focus on the things that matter most to them. Pastoral care visits focus on the things that bring meaning to the consumer's life, hope for the future, purpose in daily activities and connection with themselves and others. Five new Pastoral Care Volunteers have completed the initial 8 week training program in 2019 and are currently being matched with consumers across Carrington.

Pastoral Care Program

Despite being a non-faith organisation, Carrington has taken seriously its responsibility to care for people's emotional and spiritual needs, alongside their physical and medical needs.

Pastoral care focuses on what brings meaning to the consumer's life, hopes for the future, purpose in daily activities and connection with themselves and others.

Carrington acknowledges that spirituality is part of being human and does not associate spirituality with any particular religion.

An individual's deep spiritual needs might be met through a variety of sources - nature, the arts, relationship or religion.

The Pastoral Care Program is supplemented by the faith-specific services that are provided by local churches.

Service of Remembrance

Held near the end of each year, this service provides an opportunity for families and friends to remember and honour those they have lost.

Through Our Eyes Reminiscence Program

Carrington's partnership with Magdalene Catholic College continues to thrive. Nineteen Year 11 students were matched with eight Carrington residents with the focus of their time being spent on listening to the stories of the residents. The 3-month program culminated in a

presentation afternoon where the residents and their families were invited to view an audio-visual presentation of the residents' stories.

LASA Award

In May, Carrington won the Organisation Award at the NSW/ACT Leading Age Services Australia (LASA) State Conference. This award was won based on the submission that was made outlining the extensive Pastoral Care program at Carrington.



Carrington's award winning "Through Our Eyes" Reminiscence Program in Partnership with Magdalene Catholic College continues to develop and support meaningful engagement between consumers and students

Community Engagement and Carrington Services and Events

Pre-School Intergenerational Programs

Carrington is fortunate to have a number of programs/partnerships with pre-schools throughout the area.

These times together have enabled both consumers and children to interact and enjoy activities together and provide special opportunities for social interaction.



Macquarie Fields TAFE

Carrington's award-winning innovative partnership with Macquarie Fields TAFE enables Certificate III, IV and Diploma students studying Fitness to attend Carrington on a weekly basis to provide our consumers with tailored one-on-one and group exercise programs to assist our consumers in the areas of strength, mobility, and flexibility with positive social interactions.

Western Sydney University

Carrington continues to partner with Western Sydney University in a range of research activities and to host students from various faculties including; medicine, music therapy, nursing, physiotherapy and occupational therapy.

Secondary School Placements

Carrington continues to support high school students through work experience placements and Duke of Edinburgh Community placements; administrative support placements; and support services catering placements.

Students have completed volunteer hours as part of the Duke of Edinburgh program from the following schools:

- Macarthur Anglican School
- Broughton Anglican College
- Oran Park Anglican College
- Magdalene Catholic College
- St Benedict's, Oran Park
- Amity College

Schools engaged in work experience placements:

- St Benedict's, Oran Park
- St Patrick's, Campbelltown
- St Gregory's, Campbelltown
- Magdalene Catholic College
- Broughton Anglican College
- Mount Annan Christian College

Mater Dei

Carrington also supports the work experience program of Mater Dei senior school students by offering the students a structured and supportive workplace learning environment.

Narellan Business Chamber

As part of our engagement with the business community of the greater Camden area, we have been actively involved with Narellan Business Chamber once again this year. Carrington is a sponsor of the Chamber and supports the various initiatives conducted in promoting our region.

Camden Show

Carrington continues to sponsor the Camden Show. The Show is the largest event on the Camden calendar and attracts over 40,000 visitors each year.

Carrington Fair

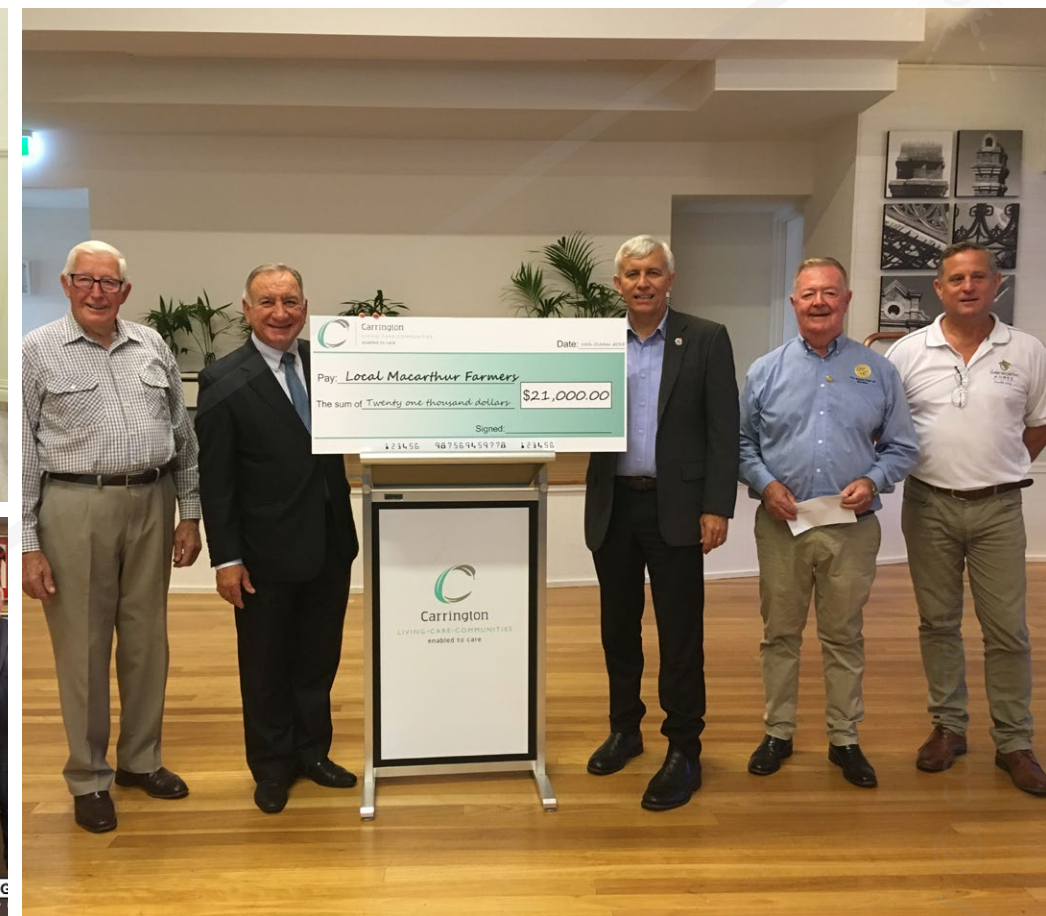
The Carrington Community once again came together to produce a magnificent day of family and community fun.

The Annual Carrington Fair is synonymous with the Macarthur region and is enjoyed by visitors from far and wide.



ANZAC Day

Each year Carrington in partnership with Camden RSL Sub-Branch hold a special Commemorative ANZAC Day Service in the grounds of Carrington. This event is always well attended by consumers, family members, staff, and community members who pay



their respects to those that served our nation during periods of conflict.

Drought Relief Campaign

Many of the consumers of Carrington have come from the local farming community and understand firsthand the effects of drought conditions.

Carrington consumers and staff raised significant funds to support the Camden Rotary Drought Relief fundraising initiative. Carrington matched the donation dollar for dollar and were pleased to present a cheque for \$21,000 to aid local farmers.



Our Community Care Services

Carrington Community Care has a distinguished reputation as a provider of home care services to residents of South West Sydney. This is synonymous with Carrington's brand in the community as a well-respected aged care provider.

During 2018-2019 Community Care consumers were provided with 37,536 services. These services being divided among Home Care Package, Commonwealth Home Support, and Private and brokerage programs for consumers.

Community Care is privileged to be supported by a dedicated team of employees both office and field based. It is the teams commitment to Carrington values that enables hundreds of people in the greater Macarthur region to remain living in their own home and staying connected to their community.

Home Care Packages

Carrington is currently providing case management and services to consumers of Home Care Packages Level 1 to Level 4. During the 2018-19 year there were a total of 189 Home Care Packages serviced, an increase of 15% from previous year.

All Carrington's Home Care Package consumers receive full case management ensuring that each Home Care Package is individually designed in supporting the consumer in meeting their specific goals while providing choice to live the life that they choose.

The Commonwealth Government continues with regular policy reforms with the delivery of

Home Care Package. The most significant this year being improvements to Home Care Pricing Transparency. As of 30th June all Home Care Package providers were mandated to publish all Home Care Pricing on the government portal My Aged Care. This enables all consumers to fairly compare the cost of Home Care services from all approved Home Care Package providers.

Carrington is compliant with all government mandated regulatory compliance for Home Care Packages.

Commonwealth Home Support Program (CHSP)

The Commonwealth Government announced that the current CHSP program would be further extended to 2022. This is welcomed news as it ensures that Carrington will continue providing essential entry level services for up to 300 people within the community.

An additional grant extension was received for our Domestic Assistance program. This program is in huge demand within the community with many waiting months for a program vacancy. The additional funds ensures that Carrington can provide around an additional 385 domestic services per year.

Carrington is also funded to provide other CHSP services including Personal Care, Flexible and Overnight Respite.

It is anticipated that many CHSP consumers will transition to Home Care Package services in the coming year.

The Fitness Centre

During the year Carrington's Wellness Centre became a welcomed addition to Community Care's portfolio. Carrington recognises that the future of aged services is encouraging a healthy and active lifestyle for seniors.

There is an abundance of evidence based research demonstrating that older people who maintain a regular strength based exercise program can reduce the impact chronic health conditions, improve the management of pain, enhance mobility and boost mood.

Supporting the ethos of healthy ageing Carrington purchased and installed a range of HUR Senior Fitness equipment within the Fitness Centre. This equipment will enable all Carrington consumers to participate in personalised and group exercise programs.

The future of healthy ageing is an exciting project that Carrington will be implementing over the coming years.



The Wellness Club

It is well known that many in the community confront social isolation in their day-to-day lives, often exacerbated by limitations related to chronic health issues and frailty. With this in mind, Carrington decided to develop a solution for its consumers.

Based on research that shows a sense of feeling connected with one's community has a positive impact on an individual's physical and mental health, in 2018 Carrington established The Wellness Club—a social and

The Wellness Club was recognised this year at LASA's NSW/ ACT State Awards for Excellence in Aged Care Services, nominated as a finalist in the team award category. A great achievement for the Community team.

exercise program that promotes physical and mental wellbeing.

With many older people not even considering themselves capable of exercise let alone attending a gym, Carrington invested in the purchase of specialised senior fitness equipment to increase engagement with The Wellness Club.

Having access to the right equipment, older people can improve balance and regain muscle strength. Regular exercise with adequate equipment maintains the ability to function, helps prevent illness and supports mental health.

The capability of evidence-based data from the fitness equipment to monitor an individual's progress and improvement has been a 'winner', with many of its consumers developing a new found love of resistance weight training.

The Wellness Club now plays an important role in supporting ageing well within the broader community.



Exercise Physiologist Christina Clifford leads an exercise program as part of the Carrington Wellness Club.



Marketing

Community Care's own dedicated website, www.myagedcarepackage.com.au is now live. The website has a full menu of available services for Community Care. The web domain complements Carrington's existing website and has the functionality to assist new consumers design the services that they choose.

Aged Care Quality Standards

From July 2019 a single set of Aged Care Quality Standards was introduced. For the first time Community Care will be accredited using the same standards as residential aged care.

The new standards focus on quality outcomes for the consumer. From an organisational perspective it will be easier for all Carrington consumers to understand the service quality they can expect to receive regardless of what service they receive.



Beryl Lambert enjoys working out in the Carrington Wellness Club

Our People and Culture

It has been a watershed year for the Aged Care Industry as a result of media attention triggered by the Royal Commission.

The majority of attention itself has focused upon the provision of clinical care. With frontline staff being the face of service provision; people and organisational culture are of paramount importance to achieving high standards of care.

At Carrington we are proud of our people, our culture and the service we provide to residential, independent living and community care consumers. With a dedicated focus on our core CARE values, we are committed to setting and maintaining high standards by hiring talented people and providing them with an environment in which they can prosper, grow and succeed.

By the Numbers

Carrington staffing levels continue to grow in line with our commitment to service excellence and we are proud to employ 535 staff who are assisted by 151 volunteers.

Eighty five percent of our employees are working on a flexible basis, and we have seen a 40% growth in staffing levels at Carrington since 2014.

New Initiatives

2018-2019 has been a notable year in terms of people and culture initiatives; examples of which have included:



Celebrating the Inaugural Aged Care Employees Day

- Our inaugural Aged Care Employee Day, to celebrate and recognise the efforts and contributions made by our hard working and dedicated staff
- Launching a new Certificate III in Individual Support Traineeship programme
- The development of a New Graduate Programme for Registered Nurses

Staff Engagement

As evidenced in the reports from the Royal Commission, the aged care industry as a whole is faced with ongoing challenges in the area of attracting and retaining competent staff. Attracting, engaging and retaining talented people is therefore critical to ongoing and future success. We are striving to become an

employer of choice and are constantly looking at ways in which we can improve the employee experience and make Carrington a great place to work. Just some of the ways we do this include offering:

- A comprehensive range of staff benefits e.g. various wage allowances, salary packaging, an additional public holiday, leave loading, local buying discounts
- Excellent on-site facilities which include an on-site restaurant, pool and gym access, free parking
- A comprehensive learning and development program
- Reward and recognition opportunities e.g. service awards
- Multiple communication forums and opportunities to keep staff informed

Organisational Learning & Development

Carrington has worked hard to ensure that we are investing in our people and providing a range of learning opportunities to safeguard our reputation and to ensure we are employing kind, caring and compassionate staff to join our team.

Carrington prides itself on providing our staff with a range of ongoing learning, development and education opportunities to ensure we can provide care and services to our consumers in a holistic, person centred approach. Via multiple learning platforms and mediums (e.g. classroom, self-paced, e-learning, on-the-job), Carrington offers a comprehensive learning curriculum that features a vast range of clinical, leadership, health and safety and professional development courses.

A strong focus this reporting year has been on consumer identity, culture, choice and sexuality:

280 care staff have been trained in these important areas to date. This is a key feature of the new accreditation standards and is evidenced particularly in Standard 1: Consumer Dignity and Choice.

Other notable achievements in organisational learning and development this year included:

- 2,096 e-learning modules were completed
- 1,550 information bulletins were read

- 456 staff were trained in fire safety
- 3,404 clinical competencies completed (medications, handwashing, observations)
- 2,912 manual handling, massage and heat pack competencies completed

Carrington also supports ongoing career and professional development by subsidising the cost of nationally accredited training. Our staff have participated in and achieved national certification in Certificate IV Individual Support Work Ageing and the Certificate IV Leisure and Health programs conducted on-site at Carrington by partnered Registered Training Organisations.

We are proud of our staff efforts this year. They have worked hard to update their skills, knowledge and understanding of the new standards, new technologies and approaches to care and services.

Orientation Program

Carrington supports all new staff by inviting them to a comprehensive five day orientation program. This investment ensures all new staff are welcomed to our team and have the skills and knowledge to acclimate to their new role. Carrington's corporate program includes information on our philosophy of person centred care, the consumer experience and our standards of excellence in care and service provision.

Service-specific orientation training is also tailored to each area of work including clinical care, hotel services and property services. We are committed to ensure that all new staff are equipped to deliver care and services upon completion of our orientation program as aligned to our CARE values and as a commitment to provide quality care and services to all consumers.

Educational Partnerships

We are also proud of the role we play within the Macarthur community and the partnerships we have formed with local educational institutions. Through these partnerships, this year we have been able to offer excellent vocational educational opportunities to over 250 students; including Western Sydney University, Macquarie Fields TAFE, Wollongong University, TAFE Digital, Registered Nursing, Care Services, Diversional Therapy, Medical and Health Services.

A breakdown of these vocational opportunities included:

- 35 High School Placements
- 110 Training Organisations Clinical & Therapy Placements
- 80 Macquarie Fields TAFE Partnership Placements (Fitness and Allied Health)
- 18 Macquarie Fields TAFE Partnership Placements (Massage Therapy)

Our People and Culture Cont.

Carrington has also continued to support Mater Dei students to achieve their “Job Ready” work experience program throughout this reporting period and we have been delighted to see the growth in confidence and skills for Olivia and Daniella placed with Human Resource Services and Callan placed with the Property Services Team.

Workplace Health & Safety

Carrington is committed to promoting a safety culture that is proactive in identifying and eliminating/minimising hazards, environmental impacts, and behaviours or



attitudes that have potential to injure employees, volunteers, consumers and visitors. This commitment is displayed through strong leadership, management accountability, engagement and consultation with our stakeholders.

Our priorities and approach to managing WHS are guided by our strategic objectives and our systems and processes. Through careful planning activities, thoroughly assessing risks, following effective systems and processes, and investing in equipment and other resources, we have seen an increase in productivity and most importantly a decrease in injury and incidents due to hazards, equipment and environmental and manual handling.

Carrington’s WHS Committee have been working collaboratively with all departments and delivering initiatives that engage our workforce, drive continuous improvement and ensure the standards and resources are practicable across the site. Their proactive approach has

demonstrated positive results in the decreases of incidents incurring from slip, trip and falls, manual handling and environmental conditions.

From 2018 to 2019 there has been a significant decrease in incidents of the following;

- Slip, Trip & Falls (-32%)
- Manual Handling (-25%)
- Environmental factors (-36%)

In the promotion of the health and wellbeing of our staff and consumers, Carrington teamed up with Blooms Chemist and General Practitioner Dr Tony Webber in holding our annual Flu Vaccination clinic. There was an increase of 66% in immunisations this year.

Our commitment to health, safety and wellness extends beyond the Carrington work environment. As one of the largest local female employers, Carrington celebrated White Ribbon Day by wearing white shirts and ribbons to show support in breaking the cycle of violence against women. All funds raised were donated to the local Domestic Violence Victims Unit.



We value the commitment and dedication that our staff give every day



Special Recognition Awards

Carrington acknowledges the following people for their long service and commitment to the organisation and the people we support.

Number of Years	Name	Surname	Location
10 years			
	Lisa	Brandt	Grasmere Terrace
	Julie	Bush	Grasmere Terrace
	Jamie-Marie	Carrier	Grasmere Terrace
	Jennifer	Cooper	Mary Mackillop
	Greer	Jones	Residential Care
	Lisa	Keeling	Grasmere Terrace
	Denise	Paterson	Hotel Services
	Tina	Pedersen	Mary Mackillop
	Allison	Prendergast	Werombi Court
	Martina	Rammonat	Grasmere Terrace
	Rachel	Resa	Paling Court
	Kerry	Roberts	Community Care
	Leanne	Trudgett	Grasmere Terrace
	Mary	Vella	Hotel Services
	Holly	Walton	Werombi Court
	Julie	Weultjes	Paling Court
15 years			
	Genevieve	Clarke	Human Resources
	Suzanne	Grenfell	Hotel Services
	Taumaoe	Hatch	Community Care
	Nadia	James	Werombi Court
	Zorica	Markovic	Mary Mackillop
	Vanessa	Pohlmann	Grasmere Terrace
	Raad	Richards	CEO
	Shelley	Semler-Janssen	Hotel Services
	Angela	Thomson	Mary Mackillop

Our Village Services

Our Independent Living Village continues to be highly sought after for discerning people looking to enter a more relaxed style of living while at the same time having access to state of the art facilities and services.

Currently we have approximately 310 residents living in 283 different styles of accommodation across our village.

Carrington is invested in ensuring the highest levels of services are provided to residents to enhance their lifestyle choices.

Retirement Village Refurbishment Program

In the financial year 2018-2019 Carrington has refurbished a number of units. As a reflection of market expectation and to favourably compare with competitors, Carrington is undertaking a program of bathroom refurbishments. The new bathrooms complement the existing painting, kitchen and floor covering replacement strategies which has been undertaken in recent years. As units become vacated reviews are undertaken on an individual basis to determine the level of refurbishment required to meet market expectations.

External Works Program

Work has been carried out to replace the timber drying areas with Colorbond fencing material significantly extending the lifetime and reducing maintenance to the fencing. This program will continue to complete fences where required.

Additional Car Parking

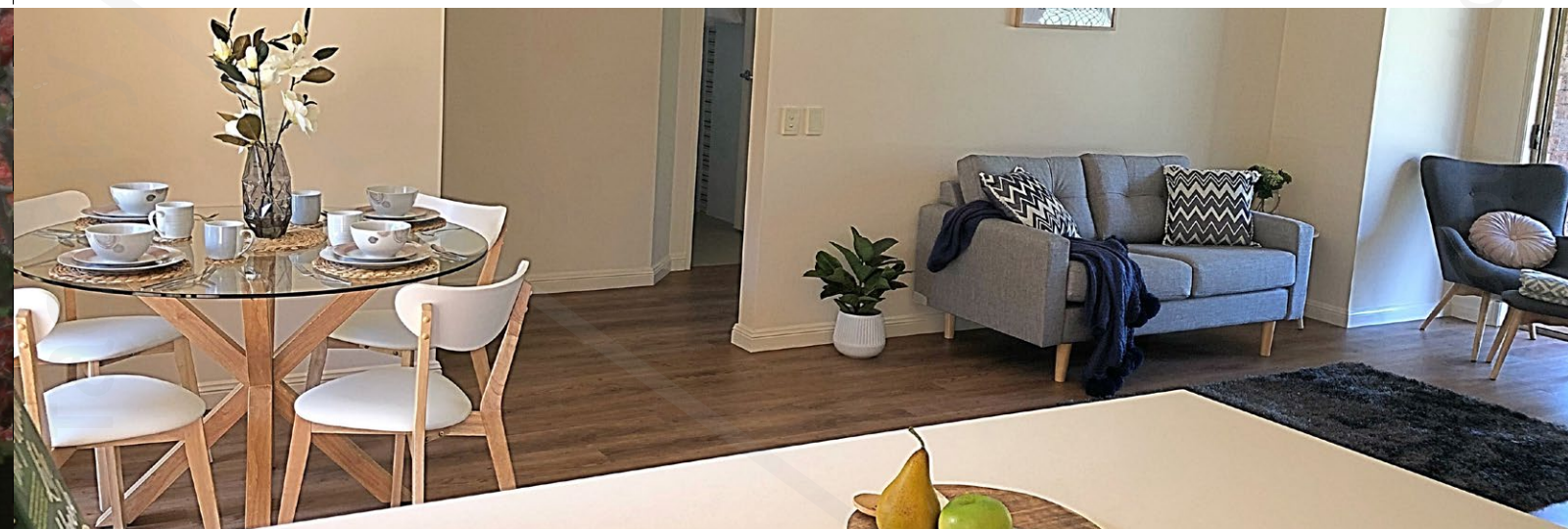
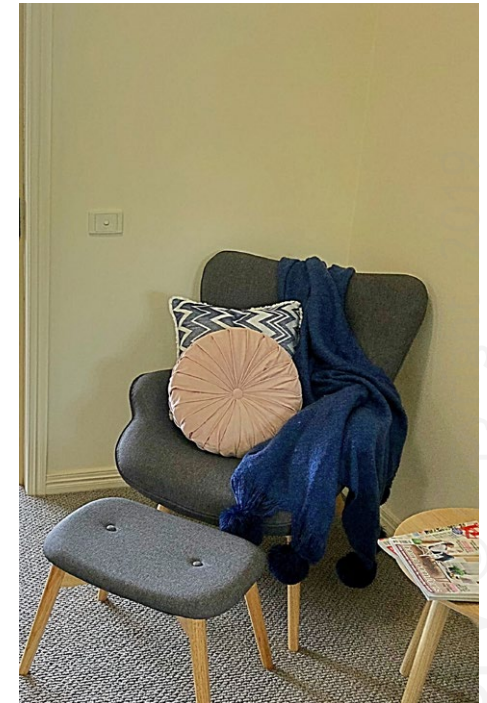
Carrington has over time seen an increase in people to our campus; staff, visitors, families and students from the many programs run at Carrington. As a consequence a review of our parking was undertaken to maximise additional parking

spaces across the site. Additional car spaces have been created with further spaces scheduled for completion during the following year.

Waste Management

With the rapid expansion during the past few years and our continued commitment to sustainability there was a need to find an effective solution to handle our waste on site. The main objectives being to provide an efficient and cost effective way to handle our waste while increasing Carrington's recycling practices and also reduce manual handling risks along with improved infection control strategies.

A number of changes have been put in place including the introduction of material handling equipment, centralised waste collection points for each facility, reduction in general waste with the introduction of an organic waste program and an increase in recycling practices.



Our Board of Directors

The directors of the Company at any time during or since the end of financial year are:

- Alek Jankowski
- Bruce Hanrahan
- Deborah Parker
- Graham Pascoe
- Teresa Harm
- Karen Kavanagh
- Raad Richards

- Company Secretary



Alek Jankowski

Qualifications:

Bachelor of Engineering, Master of Engineering Science, Graduate Diploma in Management, JP

Experience: Company Director since July 2005

Special

responsibilities:

Chairman of the Board, Chairman of Finance, Resources and Infrastructure Committee, Member of the Risk Management Committee



Bruce Hanrahan, AM

Qualifications:

Solicitor

Experience: Company Director since July 2005

Special

responsibilities:

Deputy Chairman of the Board, Chairman of the Risk Management Committee, Member of Finance Resources and Infrastructure Committee



Deborah Parker

Qualifications:

Professor of Nursing, Director of Centre for Applied Nursing Research (RN, BA, MSoCC, PhD)

Experience: Company Director since November 2015

Special

responsibilities:

Chair of the Clinical Governance Committee



Graham Pascoe

Qualifications:

B Ec (Hons), Grad Dip Urban & Reg. Plan, Grad Dip Local Gov. Mgt, Grad Dip Ed. Studies, Assoc. Dip Bus (Val.), Registered Planner

Experience: Company Director since July 2005

Special

responsibilities:

Member of Finance Resources, Infrastructure Committee and Member of the Audit and Risk Committee



Teresa Harm

Qualifications:

Graduate Diploma in Adult and Further Education, LSDA Licentiate Diploma Speech and Drama, Graduate Diploma of Art (Visual Arts)

Experience: Company Director since February 2011

Special

responsibilities:

Member of Clinical Governance Committee



Karen Kavanagh

Qualifications:

Diploma Financial Planning, Registered Tax Accountant, Financial Planning.

Experience: Company Director since July 2016

Special

responsibilities:

Member of the Finance, Resource and Infrastructure Committee and Member of the Risk Management Committee



Raad Richards

Qualifications:

BBus, Grad Dip. Industrial Relations and Human Resources, MHP

Experience: Chief Executive from 2004 - current

Special

responsibilities:

Company Secretary

Director's Report

Directors' Meetings

The number of Board and Committee Meetings attended by the Directors of the Company during the financial year were:

Director	Board Meetings		Committee Meetings					
	Number of Meetings	Attended	Finance Infrastructure and Resources Committee		Care Governance Committee		Audit & Risk Committee	
			No of Meetings	Attended	No of Meetings	Attended	No of Meetings	Attended
Bruce Hanrahan	11	10	10	9	10	9	4	4
Alek Jankowski	11	11	10	10	0	1	4	4
Graham Pascoe	11	11	10	10	0	0	4	4
Karen Kavanagh	11	11	10	9	0	0	4	4
Teresa Harm	11	9	0	0	10	8	0	0
Deborah Parker	11	10	0	0	10	9	0	0

Company Secretary

Raad Richards was appointed to the position of company secretary in July 2005. He holds qualifications in Business Administration (BBus), Industrial Relations and Human Resources (Grad Diploma) and Master of Health Planning (MHP) and is currently Chief Executive for the Company.

Principal Activities

The principal activities of Carrington during the financial year were the provision of aged care services through the operation of four aged

care facilities (387 beds), 283 Independent Living Units and In Home Support Services including Carer Respite, Care Packages Levels 1, 2, 3 & 4 Community Care Packages and Commonwealth Home Support Program (CHSP) for personal care and domestic assistance, as well as private services.

Short and Long Term Objectives and Strategies

Carrington's objectives and strategies over the next three years are to build a stronger aged care service by:

- Delivering care and services with dignity and choice
- Promoting a culture of knowledge, respect and care
- Connecting and engaging with our consumers, our people and our community
- Utilising technology to drive business efficiencies and enhance consumer experience
- Having an effective organisation wide governance framework
- Continuing to be the provider of choice building on our growth and viability.

Performance of Carrington is measured through reporting

of financial and non-financial information to the Board and sub committees against operating budgets and industry key performance indicators.

Operating and Financial Review

Carrington delivered a consolidated Net Result of \$3.5 million before depreciation, amortisation and impairments. Consolidated Net Deficit after income tax for the year was \$2.4 million (2018: \$1.8 million). The consolidated Operating income for the year was \$33.0 million.

Environmental Regulation

Carrington's operations are not regulated by any significant environment regulations under the laws of the Commonwealth, State or Territory.

Future Developments

Carrington will continue to provide 'excellence in care', aged care and retirement living to the people of the Macarthur region.

Carrington has continued to expand in recent years as it has sought to provide for the increasing demands of the ageing population of the Macarthur region. This expansion has occurred at a time when the aged care industry in general has expanded and diversified considerably. The Board has made a conscientious decision to grow as an independent

entity to be a long-term provider of quality aged care services.

Over the past twelve months the Board and Management continued to pursue its growth strategy with the following;

- The development of the 2018 Master Plan for Carrington aimed at identifying immediate development opportunities on the Carrington Campus and providing a blue print for future expansions.
- Developing the concept of Assisted Living Apartments and achieving development approval (41 Apartments).
- Development approval achieved for the construction of Kent Terraces (20 ILUs).
- The Master Planning for Smalls Road Greenfield site has commenced and due for completion in September 2019.
- Continuing with our major review of processes across Carrington business to build on the Digital Transformation through the implementation of Procura system in Community Care, the implementation of core financial system EPICOR, Customer Relations Management system, the upgrade of MANAD Clinical Management system and upgrade of PayGlobal Payroll system.
- Continual refurbishment of our Independent Living Units to achieve modern and comfortable housing for seniors.

Indemnification and Insurance of Officers and Auditors Indemnification

Carrington has agreed to indemnify the current and previous directors of the Company for all liabilities to another person (other than the Company or a related body corporate) that may arise from their position, except where the liability arises out of conduct involving a lack of good faith. The agreement stipulates that the Company will meet the full amount of any such liabilities, including cost and expense.

Insurance Premiums

Since the end of the previous financial year Carrington has paid insurance premiums of \$7,250 (2018: \$6,895) in respect of directors' and officers' liability and legal expenses insurance contract, for current officers, including senior executives of the Company and directors, against liabilities for the cost and expenses incurred by them in defending any legal proceedings arising out of their conduct whilst acting in the capacity of officer of the Company, other than conduct involving a wilful breach of duty in relation to the Company. The insurance premiums cover matters that arise within the twelve months of cover even if the matter is a consequence of an incident in a prior period.

Director's Report Cont.

Directors' Benefits

No Director of the Company has received or become entitled to receive, during or since the end of the financial year, a benefit by reason of a contract made by the Company with a director or with a firm of which the director is a member, or with a company in which the director has a substantial interest.

Directors' interests

No director has an interest required to be disclosed by section 300 (11) (a) of the Corporations Act 2001. The Company is limited by guarantee and does not have share capital.

Events subsequent to reporting date

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material or unusual nature likely, in the opinion of the directors of the Company, to affect significantly the operations of Carrington, the results of those operations, or the state of affairs of Carrington, in future financial years.

Lead Auditor's independence declaration

The lead auditor's independence declaration is set out on page 28 and forms part of the directors' report for the financial year ended 30 June 2019.

This report is made with a resolution of the directors:



Alek Jankowski
Chairman



Bruce Hanrahan AM
Deputy Chairman

Dated at Camden
This 2nd day of October 2019





Carrington

LIVING • CARE • COMMUNITIES

enabled to care

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