



Carrington

LIVING • CARE • COMMUNITIES

enabled to care



Annual Report 2020-2021

Who we are

Carrington is a not for profit, charitable, public benevolent organisation situated approximately 4kms south west of the historic town of Camden in NSW.

In 1888 William Henry Paling, a wealthy businessman and philanthropist, generously donated his 500 acre Grasmere property worth 10,000 pounds to the people of NSW in order to establish the Carrington Centennial Hospital for Convalescents and Incurables at Camden.

When the Carrington Centennial Hospital was opened in August 1890 it was the first public convalescent hospital built in NSW.

The historic sandstone/brick building is a landmark in the Camden area, and is an icon for the 'Excellence in Care' that has been so much a part of Carrington for over one hundred and thirty years.

Carrington integrates home care, retirement living and residential care on its site. This model of care has been a great advantage to delivering these services and ensuring continuity of care.

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.



Contents

Who we are	2
Chairman and Chief Executive Report	4
Our achievements in 2020-2021 at a glance	6
Our Vision Mission and Values	7
Overview of Financial Results	8
Carrington's System Transformation Program	10
Our Executive Leadership Team	12
Our Care Services	14
Our Volunteers	16
Pastoral Care	17
Community Care Services	18
Technology - Shaping the Future	19
Our People and Culture	20
Special Recognition Awards	23
Operations and Infrastructure and Hotel Services	24
Our Board of Directors	26
Directors Report	28

Chairman and Chief Executive Report



Alek Jankowski
Chairman

The 2020/2021 year has seen Carrington deliver a very strong result not only financially but also in the quality of service delivered to our residents and clients.

This was a direct outcome of strong and positive organisational culture during a year when the COVID-19 pandemic presented many challenges and disruptions to the aged care sector and Carrington.

During the year Carrington has managed to maintain high occupancy rates in our residential aged care facilities with a committed workforce to respond to greater demand from our community.

The Royal Commission into aged care and the COVID-19 pandemic has presented the aged care sector and Carrington significant opportunities and incentives to change the way we care for our residents and clients and has to support them with dignity, care and respect.

In line with the reform agenda, Carrington has introduced stronger governance practices at all levels of the organisation with greater accountability in our residential aged care facilities as well as Home Care out in the community. Our clinical practices have been strengthened through stricter protocols and greater educational opportunities for our workforce.

The actions taken by our management team has delivered very positive outcomes for our residents and we continued to manage to keep residents and staff safe during a challenging period of lockdowns and restricting access to our facilities.

This has also ensured that our compliance with the accreditation standards remained very high as was evident from the feedback we continually received from the Australian Quality & Safety Commission.



Raad Richards
Chief Executive

"The commitment of our dedicated and compassionate staff was excellent during the pandemic, and for that we are really grateful."

Our Strategic Direction for Growth

Over the past few years we have continued to follow our growth map to respond to a greater demand for aged care services and retirement living.

During 2020/2021 we commenced the construction of Riverview Assisted Living Apartments. This new service innovation of 41 apartments to accommodate residents in an independent living setting and receive care and assistance as they need it.

This new concept of service is designed to offer the right balance between independence and care, with a range of services available to suit individual needs.

During the next twelve months we will commence the construction of Kent Terraces, 20 beautifully designed apartments, again to respond to the increasing demand from our community who are wanting to down size and live within the Carrington Community in a safe and beautiful environment.

Our plans for a new village, Carrington Park at Smalls Road Grasmere are still with Camden Council for further review and we are hoping that approvals will come soon in order to start our first project on that site- to establish a child care centre to enhance Carrington's workforce strategy.

Our Workforce & Our Community

Our workforce strategy will address a number of issues including shortage of staffing in aged care and enhancing Carrington's position as employer of choice, creating a future generation of clinical leaders and enhancing the skills and capability of our staff.

We are committed to serving our local community and the greater community of South Western Sydney through building a committed team and staff to continue serving the community and providing quality aged care services.

To this end our Community Home Care Services are set to be expanded to provide coverage into a wider catchment area. As part of the national reform agenda, Home Care Services are the way forward to ensure older Australians continue to enjoy living at home and keep being supported and cared for.

We thank the families of our residents and clients for their continued support and patience they have shown during the pandemic and through the challenging times that we have experienced together.

Finally we thank our committed and wonderful staff for their hard work and resilience displayed during the COVID-19 pandemic.

The Board and Management of Carrington is very confident about the future of Carrington to be part of the transformation of the aged care system as envisaged by the Royal Commission.

We are very confident about the future of Carrington in a changing world of Aged Care.

'Our Assisted Living Concept of Service is designed to offer the right balance between independence and care.'



Our Achievements in 2020-2021 at a glance



Commencement of construction of Riverview Assisted Living Apartments. Completion of this exciting new service is anticipated in Oct 2021.



Carrington staff and residents remained safe and free of COVID-19 through very stringent controls and protocols put in place across the organisation



All residents in our aged care facilities were fully vaccinated against COVID-19 on time.



Carrington achieved higher occupancy levels and stronger financial results in the 2020/2021 financial year



Successful implementation of Carrington New Enterprise Agreement 2020-2023 and the development of a workforce capability framework



Successful implementation of an electronic centralized staff rostering system- RITEQ



Strengthening our Information Technology Platform building on success achieved in previous years.



A stronger and positive organisational culture based on teamwork and respect is the cornerstone of Carrington's success in 2020/2021



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 

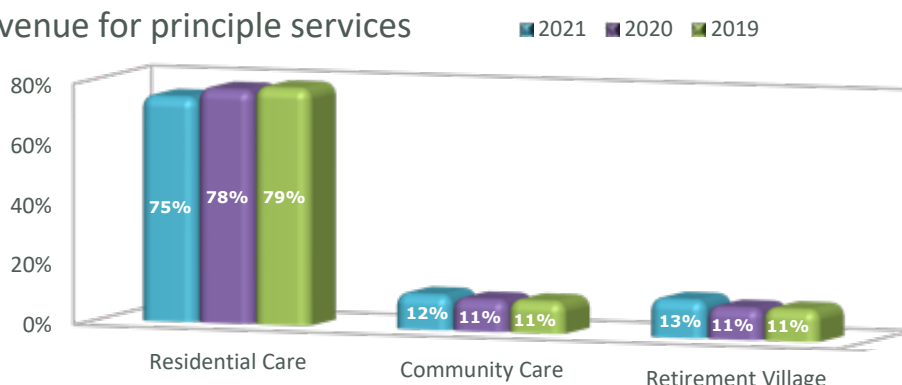


Overview of Financial Results

Carrington delivered a consolidated Net Result of \$7.5 million before interest and depreciation for the year ending 2020/2021.

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 ACFI funding to reflect the acuity levels of consumers in care. The Residential revenue also included additional government funding to provide stability and maintain services while the government considered the recommendations of the Royal Commission's Final Report. Additional costs that have been and are continuing to be incurred by the aged care sector since the COVID-19 outbreak have been offset by the additional Government COVID Stimulus funding. The other major impact on the business was the Carrington's continuing investment into IT systems and the Systems Transformation Program which is covered in this report.

Revenue for principle services



Statement of Profit or Loss and Other Comprehensive Income

Revenue

- Overall revenue increased by \$3.8m during the year to \$44.8m (2020: \$ 41m):
- Revenue from Residential Care increased by 4.1% due to the high level of demand for residential places, an increase in Government ACFI funding, COVID Stimulus funding to recognise the additional costs that have been and are continuing to be incurred by the aged care sector since the COVID-19 outbreak, and funding to provide stability and maintain services while the government considers the recommendations of the Royal Commission's Final Report.
- Revenue from In Home Support increased by 19.8%

mainly due to the government decision to allow flexible service arrangements for CHSP providers, and carry over of the 2019-20 CHSP unspent funding, personal care private services, and higher Home Care Packages utilisation rates.

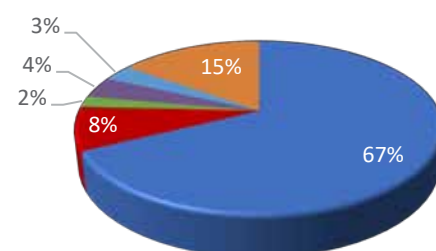
- Retirement Village revenue increased by 36.7% mainly due to recognition of historical deferred management fee, change in resident mix and CPI increase.

Expenses

Expenses excluding depreciation was \$38.7m which represents an increase of \$800k 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, and the additional costs that have been and are continuing to be incurred

by the aged care sector since the COVID-19 outbreak. Despite the increase on last year, we are continuing to achieve success through operational efficiencies being implemented in parts of the business.



- Labour & Related Costs
- General Goods & Services
- Repairs and Maintenance
- Administrative Costs
- Utilities
- Depr'n, Amort', Impairm't & Interest.

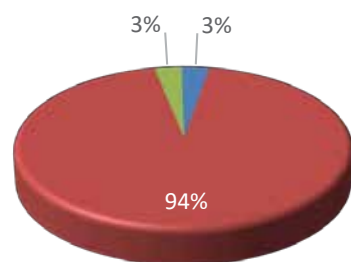
Statement of Financial Position

Assets

Total assets increased by \$18.6m (11%) to \$194.3m primarily due to capitalised constructions costs for the Assisted Living Apartments.

Liabilities

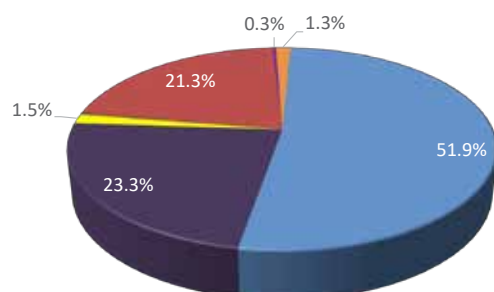
Liabilities increased by \$18.1m (11%) primarily due to Bank funding facility for Assisted Living Apartments.



- Trade & Other Payables
- Loans & borrowings
- Employee Benefits

Cash Flow

Cash reserves increased by \$7.6m this year mainly due to additional RAD's received.



- Cash & cash equivalent
- Trade & Other Receivables
- Other Financial Assets
- Property, plant & equipment
- Investment property
- Intangibles
- Other 0.2%

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, which will include the new Assisted Living 41 apartments building, Riverview. We have also seen gradual releases of In Home Support government packages, and the government decision to allow flexible service arrangements for CHSP providers, and carry over of unspent funding.

Ongoing reviews of staff rosters utilising the newly implemented staff rostering system, Riteq, which has provided visibility of live staff roster changes, and allowed more transparent staff roster costings, maximising ACFI revenue, ongoing operational improvements, and reviewing supplier contracts will be key drivers for our managers to achieving best practices and efficiencies.

We continue to monitor the COVID 19 pandemic and continue to make ongoing decisions on access to the facility, which reduce the risk of any potential risks to the wellbeing of our residents and staff. We are also adaptive to changes in corporate governance reporting requirements as a direct consequence of the royal commission recommendations.

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 resident, client and staff surveys are 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. We also utilise our internal audit plans to ensure that we are compliant with our Standard 8 requirements of the Aged Care Quality Standards.

Carrington management regularly monitors staff rosters against needs of our consumers, and as a consequence reassess the current needs, ensuring documentation is maintained, in order to submit additional information to the government to ensure we are maximising ACFI revenue.

Carrington Systems Transformation Program

Mobility devices

Smartphones represent the fastest adaption of any technology in human history. In Australia there are approx. 20 million smartphones and on average we spend about 3 hours a day using these devices. Carrington is leveraging off this in an effort to make technology more accessible and intuitive. In 2019 we deployed our Residential clinical system, Manad, onto mobile devices. In the last 12 months we've also deployed PainChek, Pulse and Micollab.

PainChek uses facial recognition to measure unconscious muscle responses in the face to gauge pain in conjunction with questions in line with the Abbey pain assessment criteria. PainChek is integrated with our clinical system so assessments are automatically uploaded. Carrington is part of a Government grant which will absorb the cost of PainChek for the first 12 months.

Pulse is an addition to our existing nurse call system which alerts Care staff if a resident requires their assistance. Traditionally the assistance requests have triggered an audible alert that was broadcast throughout the wing. Pulse allows these alerts to be sent to a mobility device to reduce the disturbances in the wing. Pulse also has a suite of reports required for compliance and to help us refine our response processes.

Micollab is a mobile phone app that plugs into our office phone system. This allows care staff to be contacted on the mobility device regardless of where they are by calling their office extension. The idea is that the caller should only have to ring one number to contact the intended person regardless of where they are.

Consumer technology services

Generally the gap between enterprise technology offering and domestic is getting smaller. To that end the infrastructure we've set up for corporate purposes can be used more to offer new services to our residents. Carrington prides itself on offering quality, consumer focused offerings. In 2019 we started offering Resident Wifi, which is a reasonable priced internet service. Simple to sign up. No confusion about who to contact for support. No dealing with Telstra. Our Riverview Assisted Living Project has given technology an opportunity to offer more services. We've partnered with Foxtel to provide pay TV. Macquarie Telecom will be extending our voice network to accommodate a residential voice plan.

Consumer interaction

Consumer interaction was an initiative started to explore the use technology to assist how people interact with Carrington. The goal is to provide full transparency on any care service. At the moment this function is primarily performed by Care coordinators and schedulers in person or over the phone. The initial implementation would be utilised by Community Care and Assisted Living. After an exhaustive exploratory process Carrington decided to partner with Hayylo. Hayylo was designed to simplify and streamline the care process by allowing providers to better communicate and connect with their customers. Hayylo enables providers to automate service changes, improve access to information and enhance customer relationships with timely push notifications. Hayylo will be deployed in late 2021

Cyber security review

Cyber security underpins all of our systems. Recent high profile cyber attacks have highlighted the importance of security. Carrington utilises multiple layers of security to avoid external attacks. Most damaging cyber crimes are unintentionally initiated by internal staff. To help address this we're constantly reviewing access to files and folders, core systems and remote access. We've also updated our leaving process. This year we also engaged a Security consultant to review our cyber security. The consultant examined how Carrington measured up against the best practice framework as laid out by the Australia Cyber Security Centre. This process highlighted some areas where Carrington can greatly reduce the impact of cyber attacks.

Visitor sign-in

Carrington recognised the importance of keeping a digital record of visitors well before it become compulsory via the Services NSW app. To accommodate this Carrington deployed sign-in devices from a company called LoopLearn. LoopLearn devices use facial recognition to identify a person, records their identification and temperature. This information is accessible for Carrington administrators. In addition to being an important tool for contact tracing it also provides an accurate evacuation list in an emergency event. The LoopLearn devices are researched and developed by an Australian based company. Carrington are proud supporters of Australian innovation.

Riteq rostering

Carrington has around 433 employees who work on a roster. In a standard week there are over 1200 shifts that need to be filled. In terms of the service we deliver to our residents and the cost to the organisation it's essential that this is done efficiently. In late 2020 we deployed an application called Riteq. Riteq is a workforce management application that incorporates Labour Forecasting and Planning, Optimised Scheduling, Time & Attendance and Employee Self Service. The project also involved changing to a centralised rostering team. It encompassed a very large scope of work with lot of stakeholders. Now we can more accurately provide metrics around shift allocation. This will allow us to continue refining our workforce management.

Business Intelligence

As we grow our technology program the Information component of IT becomes more significant. We've continued to enhance Epicor Data Analysis (EDA) to include datasets from all core systems. EDA now contains dashboards for all departments for multiple governance levels. This will flatten reporting lines so individuals from any management level should be able to access information they need to make informed decisions. This will save valuable employee time and ensured data integrity.

Carrington Systems

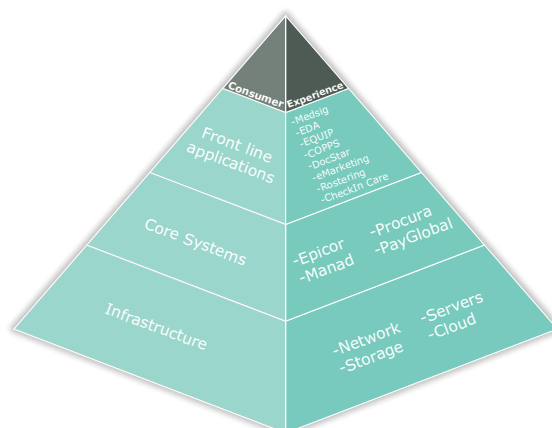
As our systems increase in size and functionality, so too does the operational overhead. Managing the health of our systems is essential to ensure we can continue to grow. In 2020 we expanded our IT team with the addition of an IT Operations Analyst. We have reinforced structures and framework around our systems which allowed us to execute major upgrades to Manad and Procura. We've kept all our core systems up to date through regular patching. Also executed major upgrades to Manad and Procura. Our operational framework will continue to be tested next year; end of life for one of our core systems; major upgrade for our financial system, as well as several major upgrades for our Microsoft operating systems.

Reducing the gap between enterprise and domestic services has been a long term trend in technology. At Carrington we're bridging the divide by utilising our corporate infrastructure to provide more services to our consumers. Residents can interface with the quality Carrington customer service that they know and love; then behind the scenes is our slick technology platform. Offering more choice of services and increased presence in daily living means that dependence has also increased. Creating a reliable service is imperative.

Our Business Continuation Processes (BCP) have been regularly tested through scheduled exercises. In addition to regular assessments we're responding to increasing requirements by reviewing our network architecture. There are many different factors taken into account for this process; hardware failure, loss of key personnel and cybercrime.

Cybercrime has been around for a long time. Obviously as technology becomes more prevalent in the everyday securing our systems becomes more important. Cyber security is about being aware of threats and potential vulnerabilities. This year we've made gains in understanding these better. Moving forward we have several projects to further solidify our defences. While there will always be a risk of cyber attacks Carrington has developed a solid scheme to minimise this risk as much as possible.

Carrington's technology program continues to evolve at a rapid rate. We've taken steps to ensure our foundation is concrete and that any risks of impediment have been minimised. Relative to other providers we are in a good position. On our current trajectory Carrington will go a long way in becoming the benchmark in technology solutions for the Aged Care industry.



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 over 44 years' experience in health and aged care services in New South Wales. Prior to joining Carrington in February 2004, Raad occupied a number of executive positions in the NSW Health system for 29 years.

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 and Member of the Audit Committee and the Remuneration Committee, Chairman of Creating Links Community Services; Chairman of Leigh Place (aged care organisation) and Chair of Leigh Place Property and Development Committee; Board Member Meaningful Ageing Australia and Chair of the Finance, Audit & Risk Committee.



Julie Barry

Executive Manager Residential Care

September 2020 - Current

Qualifications:

Registered Nurse, Registered Midwife, Graduate Diploma of Management, Diploma in Leadership and Management and a Certificate in Oncology.

Career History:

Julie has been a registered nurse for 38 years and has held various leadership positions in NSW Health, including assisting in commissioning a standalone Palliative Care unit within the Blacktown Hospital Campus and holding Nursing Unit Manager positions in the Western Sydney Health Area Service. Julie has also worked in Aged Care for a number of years, with a strong clinical and leadership background as well as expertise in Clinical and Quality matters.

Prior to being appointed as Executive Manager Residential Care, Julie was the Care Service Manager at Carrington's Mary MacKillop aged care facility.

Julie was the Care Service Manager at Carrington's Mary MacKillop aged care facility since 2014.



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 20 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 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 and then 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 - August 2021

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 resources 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

The year that was- 2020 – 2021, a year that so many of us will remember for a long time to come, one that perhaps we never thought most of our generation would experience, one that created chaos on so many fronts, one that pushed so many people on so many fronts to pressures we never knew we could endure or survive through. Yet here we are, still strong, resilient and coping, and all of us together battling to protect the lives of the people, both our residents and our staff that we so truly care about.

We would like to acknowledge all the support that our families have provided over the past year during the restrictions, and we thank you for all your patience and understanding, especially during times when there was easing of rules, then rapid closures again without notice. Having you working together with us ensured we maintained the safety and wellbeing of so many, reduced the risks, yet managed to also meet all the compliance and requirements from the Commonwealth and State governments.

Staff

Over the past year we have implemented a Succession Plan for the leadership of our Residential Aged Care Facilities. In recent years the aged care workforce has found itself struggling to attract great leaders to management roles with the commitment and passion that Carrington desires its people to have.

As a result, we developed our own Succession Plan to meet our needs, with leadership identification and a mentoring program to ensure we look to promote and fill roles from within whenever possible.

Over the past year we are delighted to have seen the following occur:

- Julie Barry, Care Services Manager Mary Mackillop Facility was successfully appointed to the position of Executive Manager Residential Care following the retirement of Greer Jones in September 2020.
- Emma Giddy was appointed as Manager of Mary Mackillop and has taken over the reins from Julie Barry after 6 years. Emma has been an RN with Carrington for 9 years, having previously worked in our Werombi Court and Mary Mackillop Facilities.
- Elizabeth Roodt was appointed as Manager of Paling Court Facility. Elizabeth had been an RN in Grasmere Terrace and a Clinical Manager at Paling Court.
- Emily Skeen was appointed as Manager of Grasmere Terrace Facility. Emily had also been an RN in Mary Mackillop and a Clinical Manager in Grasmere Terrace. We are also pleased that Emily was successful in being awarded the LASA (Leading Aged Services Australia) Rising Star award, from three finalists in this category. This is a considerable achievement for Emily. Emily progresses to the National Awards Presentation against the winners of the other states in November 2021.
- Katherine Helmi was appointed as Clinical Manager of Paling Court, taking over from Elizabeth. Katherine commenced with Carrington as a Care Services Employee in Grasmere Terrace, whilst undertaking her Bachelor of Nursing qualification. Katherine then worked as an RN in Paling Court before being offered the Clinical Manager role. Katherine was nominated for the Next Gen Young Leader LASA Award, and was successful in making it to the final three finalists in NSW/ACT.



Accreditation and Quality Systems

Highlights for the year include:

- Mary Mackillop Facility successfully achieving a full three (3) year accreditation.
- Successful implementation of a new Audit System CIDA- Continuous Improvement Data Analysis.
- Introduction of the new Serious Incident Reporting Scheme (SIRS) which was mandated by the Australian Quality and Safety Commission during the year.
- Successful implementation of Pulse Mobile, a business intelligence tool that enables the efficient gathering of call bell response data.
- Successful implementation of the PainChek App - which allows staff to monitor pain using facial recognition for residents who may have cognition loss such as dementia.



Lifestyle and Initiatives

Highlights for year include:

- Successful introduction of food tasting groups, working in conjunction with our Hotel Services Staff and Dietitian. Food tasting is held in all our facilities and it ensures resident's consultation and involvement.
- Residents embracing the use of technology in communicating with their families during lockdown periods.
- Residents being involved with Camden Quilters Guild to make quilts for residents who are at end of life care.
- Events and activities held during lockdown including Motors and Memories Day, YouTube travel through accessing documentaries, and virtual golfing experiences.



Our Volunteers

The 2020/2021 financial year has been a difficult one but we've still managed to recruit, train and find suitable placements for our new volunteers. In May 2021, Belinda Whinnery took over the role of Volunteer Coordinator from Katie Gow, alongside her current role of Leisure and Lifestyle Coordinator. The two roles complement each other and have allowed for residents to be paired with volunteers with shared interests, similar cultural backgrounds and shared religious beliefs, resulting in person-centred interactions and meaningful engagement.

Highlights:

Volunteer Driver's meetings

Volunteer Drivers now have quarterly meetings with the Volunteer Coordinator to discuss bus schedules, availability and be given the opportunity to voice any ideas, issues or concerns. These meetings give our volunteer drivers an opportunity to give and receive feedback. These meetings have led to greater job satisfaction with our Volunteer Drivers. Feedback from Drivers and ILU Residents led to a new bus timetable, which is being trialled in September 2021.

Flu and Covid vaccinations

have become mandatory for all volunteers to Residential Care. Carrington hosted two Covid vaccination clinics which were available to all volunteers. There are currently 67 volunteers that have provided evidence for their flu vaccinations and 44 that have had at least one jab of their Covid vaccinations.

Motors & Memories event took place in May and saw 15 volunteers from a local classic car club donate their time to provide a car show to our residents and their families. This event was very successful and will hopefully become an annual event.

National volunteer week

Thank you morning tea for all Volunteers- postponed from May, occurred 17th June and saw the introduction of the new Volunteer Coordinator, Belinda Whinnery and Pastoral Care Coordinator, Rachael King. There were no

awards given for service but all Volunteers were acknowledged and thanked, with Residents from our facilities making and decorating "Thank You" cookies.

New roles

Concierge - to assist all visitors to Residential Facilities with using our Kiosk systems and directing them to their relevant destinations. The volunteer will work closely with the Administrative Assistant in each facility and ensure visitors receive a warm welcome to our Residential facilities

Helping Hands - to provide kind and compassionate assistance to our residents, family members and visitors to Carrington. Our volunteers work alongside our Leisure and Lifestyle team to provide our residents with opportunities for social engagement, activities and outings to enhance their feelings of well-being and quality of life.

Assisted feeding - to promote our dining with dignity philosophy, enabling our residents to take their time with meals and provide companionship for those who wish to engage in conversation during their meal, as well as providing assistance to the nursing staff.

We also had a Historian commence with us in May 2021 and is compiling life stories with Residents who wish to undertake this program. There is also a new volunteer who is digitising

resident's photos, allowing their memories to be passed on to their families.

School programs:

Mater Dei Penpal program

- commenced in March 2021 and saw 48 students partnered with residents in each of our four Residential Facilities. Until the school closed in June due to Covid restrictions, the intergenerational penpal program was successful in bringing happiness to our residents.

Mater Dei Next Path Program

- commenced in June and saw young adults with disabilities being paired with staff from L&L, HS, Maintenance and Administration in roles that enhanced their educational, vocational and social skills. Due to the vulnerability of the participants, this program is currently on hold.

Intergenerational dance group

- As a follow on from the success of our 2019 Intergenerational dance group, we have recommenced this program with adaptations due to Covid restrictions. Currently, the residents of PC and the children of The Early Learning Hub preschool in Spring Farm are learning some dances that they will perform together over Zoom (or in person if restrictions ease) at the end of the year.

Highlights for Pastoral Care

Pastoral Care

Carrington's Pastoral Care program is primarily staffed by our Pastoral Care Coordinator who works with a team of trained provide pastoral support to consumers. As a non-faith-based organisation, pastoral care visits are not necessarily associated with religion, unless this is relevant to the consumer. Instead, visits provide each consumer the opportunity to focus on the things that matter most to them. Pastoral care visits centre on the things that bring meaning to the consumer's life; hope for the future; purpose in daily activities; and connection with themselves, others and/or something beyond themselves.

During 2020, recruitment of new pastoral care volunteers was delayed until Q1 2021 due to COVID-19 visiting restrictions and resource changes in the Pastoral Care Coordinator position. In June 2021, 8 newly recruited pastoral care volunteers commenced their 8 weeks training before the COVID-19 lockdown suspended their training midway. At the end of the financial year, we had 21 pastoral care volunteers, an additional 8 pastoral care volunteers in training and 32 volunteers offering faith-specific services.

Our new Pastoral Care Coordinator Rachael King has developed strong relationships with the Care Managers and staff generally to ensure that Pastoral Care is being delivered to our residents as part of our Person Centred Care Philosophy.

Memorial Service

Held near the end of each year, this service provides an opportunity for families and friends to remember and honour those they have lost. The 2020 service was held in recognition of the Carrington consumers who lost their lives in the previous 12 months. The service was held online and viewed by families livestream due to COVID-19 visiting restrictions. Following the service of music and remembrance, those lives were honoured with the planting of tree in the lawn near the croquet court.

Through Our Eyes Reminiscence Program

Carrington's continued partnership with Magdalene Catholic High School through the "Through Your Eyes" program was cancelled during 2020 during the COVID-19 lockdown.

The program recommenced in May 2021 with seventeen Year 11 students matched with seven Carrington residents with the focus of their time being spent on listening to the stories of the residents. The 3 month program will culminate in a presentation where the residents and their families are invited to view an audio-visual presentation of the residents' stories.



Community Care Services

Carrington Community Care is held in high esteem by those who receive care and services, the carers that support our clients as well as other providers of Aged Care services within the Greater Macarthur area.

During 2020-2021 the Community Care team continued to display resilience and strength during the Covid-19 pandemic. Covid-19 has impacted all our lives but none more than those who are vulnerable living in the community.

Many Community Care Clients have been disconnected from families, their larger social networks and missing important life milestones. For a large number of our client base, Carrington Community Care staff are the only people that these clients see and talk to, and for some this is only once a fortnight. Covid also creating a pandemic of loneliness.

Carrington has been committed to supporting our clients during this time. The way in which services were (and still are) delivered to clients needed to be highly flexible to meet the emerging needs of our clients.

The service and social challenges during the year have been instrumental in Community Care's on-going continuous improvement strategy.

Service Delivery Growth

To support the emerging needs of our clients Community Care attended to:

- 20,069 Individual Home Care Package Services (HCP) – this excludes other services provided by contractors such as Home Maintenance
- 21,710 Commonwealth Home Support Services (CHSP)
- 2,370 Private Funded Services

A total of 44,149 services, representing a service increase of 14.5% to previous year. Carrington recognises the importance of all services to our client's well-being, no services were cancelled by Carrington as a result of lockdown.

CHSP Covid Emergency Funding Grant

Carrington was successful in obtaining a one off grant from Department of Social Services to:

- Meet on-going Government regulatory compliance as a result of Covid-19.
- Improve technology available to care staff
- The increasing costs associated with the supply and provision of Personal Protective Equipment (PPE)
- Ongoing Infection Control training and support for care staff



Technology

Shaping the Future

Carrington partners with Award Winning Customer Experience Platform - Hayylo

The need for clients to connect and engage has never been more important. Community Care identified that the Hayylo Platform will provide an Application system that will provide effective and seamless communication between our clients, their families and carers and the Community Care Team.

The Hayylo platform will enable clients to:

- Have full visibility of their booked and planned services.
- Up to date information should any changes occur.
- Clients aware of the care staff that are attending their services
- Enable clients and their families to request or make changes to their services
- Receive up to date information and messaging relating to Community
- Client access to Service Care plans and budgets

As Community Care grows, the Hayylo platform will provide human and operational resource benefits to Community Care's Scheduling Team.

Community Care is excited for the October 2021 implementation and client rollout of Hayylo to all of Community Care.

Goal Planning and Clinical Add ON – Clinical enhancement to Consumer Management System Procura - October 2021

The goal for many clients is to remain within their home, to

support this goal Community Care will work in partnership with each client and their family.

Goal Planning and Clinical Add On enhancement provides a comprehensive suite of assessments to define an individual needs based care plan. The care plan and client goals are tracked over time to provide an insight to the overall progress for each client and how the service is supporting the client achieve these goals.

This enhancement ensures all clients have dignity and choice ongoing assessment, planning and clinical care that is right for them.

Fitwell Gym



There was great anticipation at the beginning of 2021 when reopening the fitness centre. The Wellness Centre was rebranded and sign posted as Fitwell Gym, being a collective effort of both Christina Clifford and Jackson Tallon.

The reopening was with restrictions, a thriving membership and community was developing but sadly COVID yet again saw this amazing facility close.

Presently, both Christina and Jackson have taken their exercise programs to clients within their own home with great success. This is another service that Carrington continued to provide in an adaptable format.

Moving to the later part of 2021, Carrington will again relaunch centre based exercise timetable fully utilising the amazing HUR equipment.

Recognising The Community Care Team

Carrington Community Care is looking forward to an exciting year ahead, as our world is continuing to reshape how we deliver services.

Carrington would like to acknowledge the dedication and effort made by all Community Care staff out on the road each day providing services to our clients in these uncertain times.

It is each and every one of these team members that brings something special each day to those that they visit. Carrington thanks you.

Home Care Services has increased by 14.5% within the Community in 2021.

Our People and Culture

2021 has been a year of continued progression for Carrington from a people and culture perspective. While Covid has been ever present, we have remained resolute in our journey to achieve our strategic objective of making Carrington a great to work. There were many notable highlights and achievements.

At a time when many other organisations had postponed negotiations due to the pandemic, the year began with the approval of our new **Enterprise Bargaining Agreement**. At the outset of negotiations, we set out to develop an agreement that was bespoke to the needs of Carrington and its employees. We went away from an industry model template and with the input of a strong representative committee and constructive collaboration with union partners, we well and truly achieved that aim. The new EBA represents many additional advantages for Carrington employees in terms of benefits, allowances and promotional opportunities. It also helps to create a 'one Carrington' by enabling employees to work across the organisation, not just in the department to which they were originally employed.

One of the most significant new features of the new EBA is the introduction of the new Carrington **Job Classification Structure**. The structure for the first time at Carrington, links pay with performance. This represents significant cultural shift and transformation for the organisation and provides much needed recognition, incentive and career development opportunities for Carrington staff. It is leading edge within aged care and continues to attract interest from other organisations within the industry.

The Job Classification Structure has expedited the need for us to develop a more robust **Performance Management System**. Central to this, is the Carrington **Care Capability Framework**. The framework, which details capability requirements for frontline care service roles, was built from the ground up in consultation with employee and union representatives. It provides additional job clarity as well as enhanced feedback and recognition for Carrington employees. It will also assist Carrington with strategic workforce planning and talent management as well as helping us not only meet, but exceed aged care industry standards with respect to showcasing workforce skill and sufficiency.

To help embed the new performance system, significant effort has been applied to **leadership capability development**. Regrettably, management and leadership training, particularly for clinical staff has been lacking within the industry, and Carrington is actively taking steps to address this and is committed to further learning and development of our senior leaders for the benefit of Carrington and its residents, customers and staff. Testament to this commitment is the number of **internal promotions** and transfers, with many key appointments in 2021 (including those at Clinical and Care Management level), resulting from internal promotions.

We also focused significant attention on embedding the new **Riteq Rostering Software** System that was launched late in 2020. The change to a centralised rostering model across Residential and Hotel Services represented a further change for Carrington, and much

time was devoted to establishing and revising new processes and procedures. The transition was not without challenge, but the benefits for Carrington are significant, particularly with respect to workforce data, intelligence, and management. This has led to review of our **staffing establishment model** as well as the introduction of **staffing metrics dashboard** metrics to assist managers with the task of workforce management.

Another initiative we undertook during the year was a **Strategic Recruitment Review**, where we put our recruitment practices under the microscope. We looked closely into the areas of staff turnover, sourcing, and internal processes. The review was data driven and tabled a series of recommendations that have already been and/or are planning to be implemented over the next 12 months. These include but are not limited to the introduction of a staff talent bank, an employee job referral program, more detailed employee exit analysis, and introduction of work trials where appropriate.

We also introduced initiatives to actively encourage employees on state awards to move over to the EBA. We now have over 95% employees on our EBA. Culturally this helps Carrington as it helps to reduce inequality with people working under slightly different terms and conditions.

Throughout the year we also took steps to streamline and improve our annual compensation management processes and employment contract offers to enable us to attract, motivate and retain highly quality corporate staff.



Carrington's second **Certificate III in Individual Support traineeship program** was conducted throughout 2020 with seven trainees graduating in November. The traineeship is conducted in partnership with the RTO ARC Training Group with Jane Henderson as our on-site trainer. The trainees have an education or study day once per fortnight and work on-site for four days, rotating through all facilities during a 10 month period.

All trainees were offered ongoing employment at Carrington and filled vacancies in Residential Care and Community Care. We wish all students a successful career in the aged care sector. The graduating 2020 students were: Robyn Ralh, Cindy Briggs, Robyn Luc, Belinda Cronk, Payal Gill, Telissa Clout and Monique Madsen.

Carrington's 2021 traineeship program attracted a large number of applicants and kicked off in February with the successful trainees. We

look forward to working with these trainees throughout the year and welcoming them to the Carrington team upon graduation.

The **NSW Training Awards** are conducted annually by Training Services NSW within the NSW Department of Education to recognise outstanding achievements in the vocational education and training sector. The Awards honour and reward the achievements of outstanding trainees and apprentices across all industries. Carrington nominated Monique Madsen from our 2020 Trainee Group.

"We recognise that the hard work and tireless efforts of our staff have been instrumental in keeping our residents safe."

The 2021 Award announcements were held on-line and Monique progressed to being chosen as one of five finalists for our region. We congratulate her on this success.



During the on-line presentation Hayley Luc, our previous award winner from 2020, and the current ambassador for this region, presented to the audience. Hayley spoke from the heart, was confident and engaging and spoke highly about Carrington, her team and the important work that we do here and in the aged care industry.

Our People and Culture Cont.

Work Health and Safety

WHS

In 2021, the central focus for work health and safety was mental and emotional health. As part of e-communications, Carrington staff were provided education and resources particularly around mindfulness including services such as Smiling Mind – an app to help bring balance to life, staying connected and foster positive mindset during COVID and thereafter, and Heads Up – an initiative from Beyond Blue setting people up to mentally and emotionally succeed.

At the peak of COVID internationally, a lot of our staff faced challenges watching their families, friends and loved ones overseas in distress. With travel restrictions increased, borders closed, flights reduced/ceased, there was an overwhelming sense of helplessness.

Carrington showed support by holding a Spiritual Gathering to bring comfort and peace to all who have been affected or are grieving.

For the second year running, Carrington received full attendance and cooperation for the Flu Vaccination clinic and, to date, operating as a fully vaccinated workforce and volunteer services.

“The response by staff in the face of the COVID-19 situation has been outstanding.”



With the announcement of COVID Vaccinations, Carrington got on the front foot in communicating and corresponding with staff about vaccinations and hub locations. Carrington established a vaccination hub in the Auditorium which allowed Carrington workforce to have easy access to receive the vaccination, and also extended its offer of vaccinations to other local front line workers including Police Officers and Firefighters, and members of the local community. With the vaccination roll out underway, by July 15 Carrington had 30% of our workforce fully vaccinated, and now have 100% of our workforce fully vaccinated.

Carrington's WHS Committee have been successful in driving WHS initiatives and strive to continually improve the standards and resources across the site. With regular e-communications about individual health and wellness, the WHS Representatives were able to provide information and practical in a COVID environment.

Over 10 teams competed in this year's STEPtember Challenge – supporting those with cerebral palsy. This year, Carrington opened teams to workers, family and friends to help feel closer connected during COVID lockdown. Teams raised over \$1,000 in donations for this cause.

Congratulations to all teams who participated and donated to this noble charity.

Think Safe – Work Safe – Be Safe was the theme for this year's SafeWork Australia – WHS Month. WHS Representatives worked unitedly with staff, taking the time to educate and encouraging everyone to take responsibility for health and safety in the workplace.

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			
	Glynis	Campbell	Werombi Court
	Renee	Formosa	Mary Mackillop
	Carolyn	Keough	Community Care
	Donna	Lalic	Finance
	Rehana	Mohammad	Mary Mackillop
	Atupokile	Ngallah	Grasmere Terrace
	Jessica	Parker	Paling Court
	Jeanine	Pickford	Community Care
	Julie	Ross	Community Care
	Susan	Scott	Paling Court
	Lynda	Straughen	Werombi Court
15 Years			
	Kim	Bush	Grasmere Terrace
	Alice	Buttigieg	Werombi Court
	Kim	Newham	Paling Court
	Michelle	Seton	Community Care
20 Years			
	Nina	Baker	Customer Service
	Nicole	Daley	Hotel Services
	Shirley	Smith	Community Care
25 Years			
	Mariana	Harrison	Hotel Services
	Carol	Dyke	Hotel Services
40 Years			
	Jennifer	Hystek	Hotel Services

Operations and Infrastructure and Hotel Services

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 values of service excellence.

The compliance process provides us with an important framework to ensure continuous improvement in the delivery of our care and services. In addition the NSW Food Authority has conducted their yearly audit and Carrington has attained an 'A' Rating in 2020.

Food Services

The Federal Government and the Australian Quality and Clinical Safety Commission has placed greater emphasis on nutritious food being delivered to older Australians in aged care facilities.

Providing nutritious meals, snacks and drinks that are tasty and culturally appropriate is imperative. Carrington over the past twelve months has introduced a number of changes in ensuring nutritious meals are provided including:

- New methodology in food presentations
- Introduction of hot savoury Morning Teas cooked in the facilities
- Enhance baked bread and pastries cooked in the facilities
- New variety of desserts which have been a huge success amongst our residents
- Live cooking in the facilities by our chefs which encourages resident's



participation have proven to be very popular

Mary Mackillop Significant Refurbishment

This project was designed to improve the living environment of the residents in Mary Mackillop as well as address compliance issues relating to the living environment based on the new Aged Care Standards.

These works included:

- Shade sails to Camellia and Azalea courtyards
- Aluminium slat screening to drying areas in Boronia, Diosma and Erica.
- Installation of ramp for consumer access to previously inaccessible areas.
- 13 wall mounted split system AC's to be installed.
- Refurbishing 32 bathrooms
- Widening of 18 doorways

- Replacement of carpet with vinyl in main entrance and hallways
- Replace existing wall light fittings with LED downlights
- Replacement of blinds/curtains in corridors
- New storage areas in Boronia, Erica and Fuchsia.

This refurbishment has had a significant impact on the living environment of the facility and was well received by residents and staff.



Fire System Upgrades

Mary Mackillop

The upgrade to Mary Mackillop’s fire system in particular allowed it to become addressable, which means that in the event of an alarm the system provides first responders with a detailed location of any issue rather than the zone the alarm has been activated in.

Grasmere Terrace

The upgrade in the Grasmere Terrace Aged Care facility included the complete replacement of the fire system including fire panels and detectors throughout the building. This upgrade was necessary to ensure the system was addressable and in line with other fire systems on the Carrington site.

Independent Living Units

Smoke alarms within the retirement village were upgraded in a renewal program for any detector that was identified as being over ten years old. This brought Carrington in line with best practice for domestic smoke alarms.

Nurse Call System Upgrades

The Nurse Call System has been upgrade in our Grasmere Terrace, Werombi Court and Mary Mackillop facilities to bring these systems in line with Paling Court.

This upgrade enables all facilities to be managed centrally from the same platform. The upgrade has provided additional functionality through the Pulse Mobile App, which allows call bells to both register and be managed on staff mobility devices.

The system also allows for escalation of calls which have not been responded to within the designated time frames.

‘Reinvesting in our facilities and our systems has significantly contributed to the improved care of our residents and clients.’

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**
- **Karen Kavanagh**
- **Deborah Parker**
- **Teresa Harm***
- **Graham Pascoe**
- **Stephen Carter**
- **Raad Richards**
- **Company Secretary**

*Director Teresa Harm resigned from Carrington's Board of Directors in November 2020.



Alek Jankowski

Qualifications:

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

Experience: Company Director since November 2000

Special responsibilities:

Chairman of the Board, Member of the Finance, Resources & Infrastructure Committee, Member of the Audit & Risk Committee, Member of the Clinical Governance Committee.



Bruce Hanrahan, AM

Qualifications:

Solicitor

Experience: Company Director since November 2003

Special responsibilities:

Deputy Chairman of the Board, Chairman of the Audit & Risk Committee, Member of the Finance Resources and Infrastructure Committee, Member of the Clinical Governance Committee.



Karen Kavanagh

Qualifications:

Diploma Financial Planning, Registered Tax Accountant, Financial Planning.

Experience: Company Director since July 2016

Special responsibilities:

Chair of the Finance, Resource and Infrastructure Committee and Member of the Audit and Risk Committee.



Deborah Parker

Qualifications:

Professor of Nursing Aged Care and Dementia, School of Nursing and Midwifery University of Technology Sydney (RN, BA, MSocSc, PhD)

Experience: Company Director since November 2015

Special

responsibilities:

Chair of the Clinical Governance Committee of the Audit and Risk Committee



Graham Pascoe

Qualifications:

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

Experience: Company Director since November 2000

Special

responsibilities:

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



Stephen Carter

Qualifications:

Dispensing Optician, Grad Cert in Technology (Optician)

Experience: Company Director since November 2020

Special

responsibilities:

Member of the Finance, Resources & Infrastructure Committee, Member of the Audit & Risk Committee, Member of the Clinical Governance Committee



Raad Richards

Qualifications:

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

Experience: Chief Executive from 2004 - current

Special

responsibilities:

Company Secretary since 2005

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					
	Eligible to Attend	Attended	Finance Infrastructure and Resources Committee		Clinical Governance Committee		Audit & Risk Committee	
			Eligible to Attend	Attended	Eligible to Attend	Attended	Eligible to Attend	Attended
Alek Jankowski	11	11	11	11	11	11	2	2
Bruce Hanrahan	11	10	11	11	11	8	2	2
Karen Kavanagh	11	11	11	9	0	0	2	2
Deborah Parker	11	10	0	0	11	11	0	0
Graham Pascoe	11	10	11	11	0	0	2	2
Teresa Harm	5	5	0	0	4	4	0	0
Stephen Carter	7	7	7	6	7	6	1	1

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 group.

PRINCIPAL ACTIVITIES

The principal activities of the group during the course of 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.

OPERATING RESULT

The net result of the group for the financial year before providing for interest, depreciation, amortisation and income tax was a surplus of \$7,558,390 (2020: surplus \$3,857,013). The net result

of the group for the financial year after providing for income tax was a surplus of \$506,252 (2020: deficit \$3,010,258). The parent entity and controlled entity are not-for-profit entities and are exempt from the payment of income tax.

OBJECTIVES OF THE GROUP

The group's objectives and strategies over the next three years is 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 the group is measured through reporting of financial and non-financial information to the Board and sub committees against operating budgets and industry key performance indicators.

AFTER BALANCE DATE EVENTS

Other than the possible effects of the matter referred to in Note 23 of the financial statements, no matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the consolidated entity, the results of those operations, or the state of affairs of the group in future financial years.

FUTURE DEVELOPMENTS

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

The group 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:

- Developing the Riverview Assisted Living Apartments (41 Apartments). The new service concept of the Riverview Assisted Living Apartments will be completed in October 2021
- The construction of Kent Terraces (20 ILUs), a premium Retirement Living will commence construction during 2022 financial year.
- The Master Planning for Smalls Road Greenfield site has been completed after 13 months of planning & design
- As a result, three (3) Development Applications have been submitted to Camden Council. A Concept Master Plan, a Bulk Earthworks Application and a Planning Proposal to change the heights of buildings. This is an exciting project for the group over the next twelve years

- A major refurbishment program of Mary MacKillop facility was undertaken during the financial year
- Continuing with our major review of processes across the consolidated entity's business to build on the Digital Transformation through the implementation of systems that will assist in the transformation of Carrington's services and business into a Five Star Aged Care and Retirement Living in New South Wales
- Continual refurbishment of our Independent Living Units to achieve modern and comfortable housing for seniors

ENVIRONMENTAL REGULATION

The group's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

INDEMNIFICATION OF OFFICERS AND AUDITORS

The group has not, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the group or of any related body corporate against a liability incurred as such an officer or auditor.

Director's Report Cont.

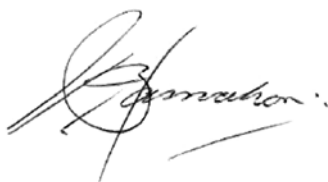
INSURANCE PREMIUMS

Since the end of the previous financial year, the group has paid insurance premiums of \$8,389 (2020: \$7,620) in respect of Directors' and Officers' liability and legal expenses insurance contract, for current officers, including Senior Executives of the consolidated entity 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 consolidated entity, other than conduct involving a willful breach of duty in relation to the consolidated entity. 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.

This report is made with a resolution of the directors:



Alek Jankowski
Chairman



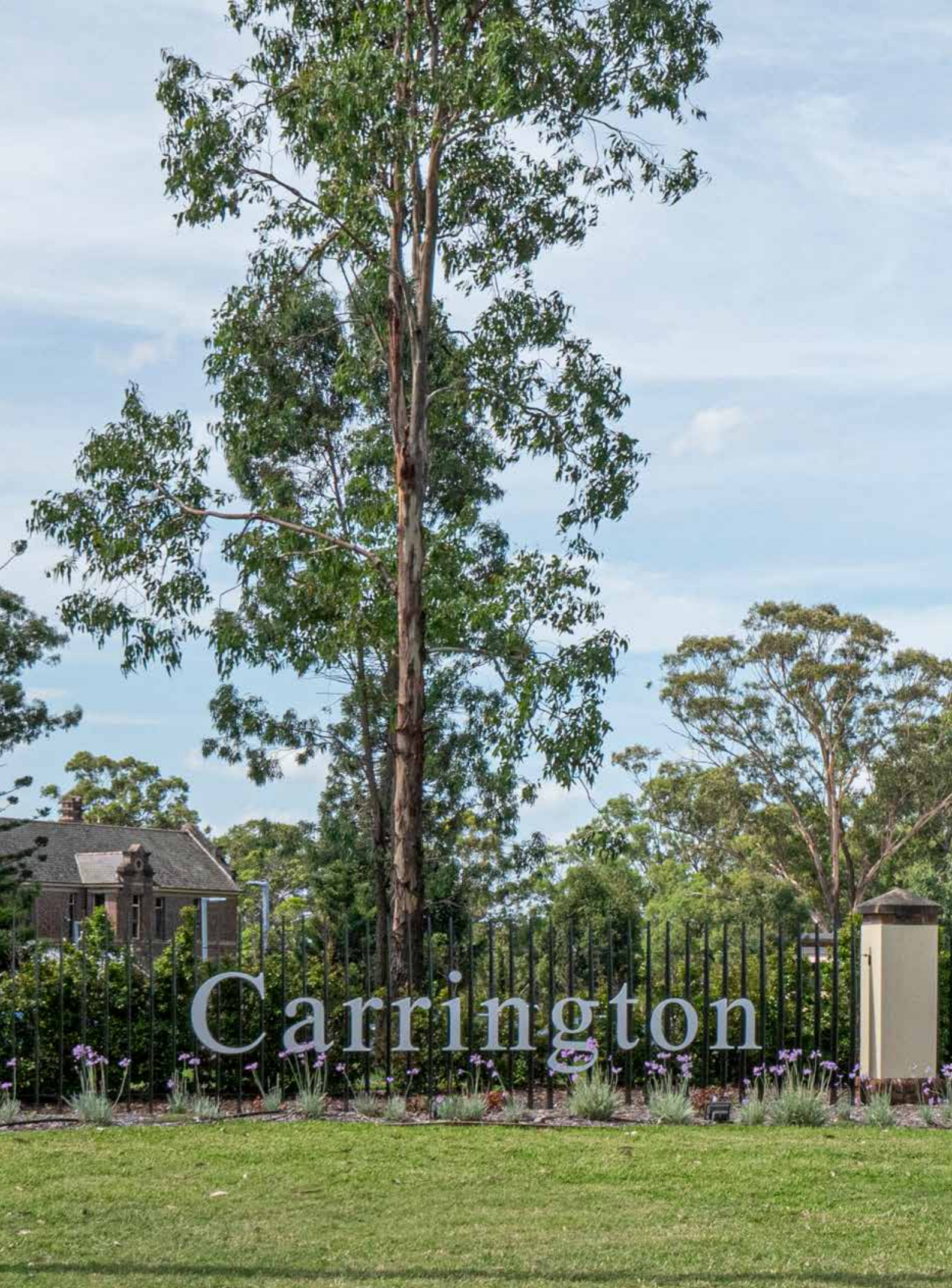
Bruce Hanrahan AM
Deputy Chairman

Dated at Camden this 6th day of October 2021

DIRECTOR BENEFITS

The Directors of the group have not, since the end of the financial year, received or become entitled to receive a benefit (other than a benefit included in the total amount of emoluments received or due and receivable by the Director as shown in the financial statements) by reason of a contract made by the group or related body corporate where the Director is a member or with an entity in which the Director has substantial financial interest.







Carrington

LIVING • CARE • COMMUNITIES

enabled to care

90 Werombi Road, Grasmere NSW 2570

PO Box 269, Camden NSW 2570

Phone 1300 590 590 | Fax (02) 4655 1984

f @carringtoncamden | **Email** info@carringtoncare.com.au

Website www.carringtoncare.com.au