



Carrington

LIVING • CARE • COMMUNITIES

enabled to care



Annual Report

2023-2024





Who We Are

Carrington is a not-for-profit, charitable public benevolent organisation located approximately 4 km southwest of the historic town of Camden, NSW. Established in 1888 through the generous donation of 500 acres of land by philanthropist William Henry Paling, Carrington has a rich legacy. The land, valued at £10,000, was gifted to the people of New South Wales to create The Carrington Centennial Hospital for Convalescents and Incurables, which officially opened in August 1890 as the first public convalescent hospital in the state.

The historic sandstone and brick building, now a landmark in the Camden area, symbolises more than 130 years of 'Excellence in Care,' a tradition that remains central to Carrington's operations. Today, Carrington offers a continuum of care through an integrated model that includes home care, retirement living and residential aged care—all delivered from a single site. This holistic approach ensures seamless care for our consumers as their needs evolve over time.

At Carrington, we are committed to upholding the dignity, respect and kindness of every individual in our care. Our organisational culture emphasises consumer choice and encourages active participation in decision-making. By working closely with consumers to understand their unique needs, identities and cultural backgrounds, Carrington strives to bring joy and meaning to the lives of those we serve, promoting well-being and supporting positive ageing experiences.

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Chairman & Chief Executive Report

In this report we reflect on a successful year in 2023/2024 for Carrington as the aged care sector continues through the journey of change and reform.

The Carrington aged care facilities, Paling Court, Mary Mackillop, Grasmere Terrace and Werombi Court all achieved a full three (3) years accreditation by the Australian Quality and Clinical Safety Commission. This is a major achievement for Carrington and our staff collectively achieving this positive outcome in one year.

Our Infrastructure

- In December 2023 our construction of Kent Terraces, a 20 well-appointed apartments project was completed.

Most of these apartments have been sold and our new residents have settled into their new homes.

- During the year Camden Council has given consent to our development application for the construction of Woodland Assisted Living Apartments. As part of a comprehensive Master Plan for the Carrington site, the planning and design process for a new central kitchen and laundry to be established in a new location within the site was completed.

A development application was submitted to Camden Council and the approval process is currently underway.

- Additionally, the planning and design of a new Maintenance and Waste Management facility to be established on the Ferguson Lane end of our site was also completed and a development application has been submitted to Camden Council. The new maintenance facility will boast a very generous space to accommodate our grounds equipment and also an advanced waste management system and a storage area for resident's caravans.

- The Smalls Road development which has been with Council for a few years and remains under consideration and we are hopeful that approval could be achieved in the first half of 2025.
- The design of a second elevator for Grasmere Terrace was completed during the year to be established in the courtyard outside the resident's dining room. Completion of this project is in September 2024.

Aged Care Sector Reform

The Aged Care sector is on the cusp of it's biggest shake-up in 27 years. The Government will be introducing a new Aged Care Act which gives priority to high quality care and is centered on the rights and needs of older citizens. Once the new legislation passes, Parliament will bring extensive changes across many areas including;

- Expanded duties for Aged Care providers.
- A compensation scheme to target instances of serious, poor quality and unsafe care.
- Stronger governance requirements for providers.
- Changes in the operation and administration of home care.
- The increased care minutes per resident per day from 1 October 2024.

The Carrington management team has been engaging with these reforms and during the course of 2023/2024 has been instituting the changes required with a view to ensuring our organisation is well prepared for the implementation of the reforms.

Workforce

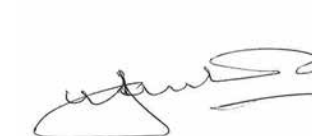
The workforce challenges within the Aged Care sector remain a constant focus for us. In 2023 a number of strategies were developed to attract the necessary

and skilled staff, and retain staff within Carrington. Our recruitment practices were enhanced with the implementation of UKG Human Resources Information System, reward and recognition programs were developed and implemented, care worker's trainee program, together with new graduates in nursing program.

We have also implemented, and have been very successful to ensure that Carrington remains an employer of choice.

Notwithstanding that our staff have received in July 2023, the 15% wage increase and again in July 2024, an increase of 4.25% was passed on to all clarifications of our workforce recognising their dedication and effort.

We take this opportunity to thank all our staff for their dedication and service to our residents and clients. We are very thankful to a dedicated group of volunteers who help us on a daily basis. Finally, our sincere thanks to the Board and Management team for their commitment and support.



Alek Jankowski
Board Chairman



Raad Richards
Chief Executive



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 to achieve well-being and fullness of life.'

Our Values


- Considerate
- Attentive
- Responsive
- Excellence



Considerate

Involves showing concern for the feelings and well-being of others.


- Sensitive
- Respectful
- Mindful
- Understanding



Attentive

Involves paying thoughtful attention and being alert to the needs and wants of others.


- Aware
- Observant
- Listening
- Interested



Responsive

Involves being prompt and proactive in making things happen.


- Reliable
- Timely
- Effective
- Response-able




Excellence

Involves providing a seamless experience where the highest of standards are consistently maintained.

- Quality
- Compliance
- Innovation
- Benchmarking





Executive Leadership Team



Raad Richards

Chief Executive
2004-Current

Qualifications:

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

Career History:

Raad has over 48 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), Chairman of Creating Links Community Services; Chairman of Leigh Place and Chair of the Property and Development Committee; Chairman of Port Stephens Veterans and Aged Care, member of the Finance, Audit & Infrastructure Committee and Member of the Clinical Governance Committee; Board Member of Nelson Bay Bowling Club and Chair of the Infrastructure Committee.



Mark Tutt

Deputy Chief Executive and Executive Manager, Business Operations
2017-Current

Qualifications:

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

Career History:

Mark has over 25 years of extensive experience in the aged care, independent living, and community care sectors.

He brings expertise in strategic leadership, project management, and stakeholder engagement, with a specialised focus on new property development and innovative commercial solutions.

Mark is skilled at fostering a purpose-driven, growth-oriented culture, emphasising competency development, high performance, and person-centered care. Mark is a current Company Director at Harbison Aged Care in the Southern Highlands.



Mauricio Cordoba

Executive Manager, Finance & IT
2014-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.



Emma Giddy

Executive Manager, Residential Aged Care and Quality
2023-Current

Qualifications:

Bachelor of Nursing, Diploma in Leadership and Management.

Career History:

Emma commenced her career in nursing 19 years ago as a New Graduate Registered Nurse at Liverpool Hospital, where she specialised in Oncology/ Haematology and Palliative Care. Emma also spent two years in Oxfordshire, England expanding her knowledge as an Oncology Nurse.

Emma has worked at Carrington for the past eleven years as a Registered Nurse and Care Service Manager, being appointed to her current position as Executive Manager of Residential Aged Care and Quality in January 2023.



Vicki Martins

Executive Manager, Community Care
2017-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.



Veronique Besnard

Executive Manager, People & Culture
2024-Current

Qualifications:

Bachelor of Social Science (Industrial Relations & Sociology).

Career History:

Veronique is an accomplished Human Resources professional with over 20 years of experience, primarily in the non-profit sector.

She possesses a comprehensive HR generalist skill set, covering talent acquisition, employee relations, performance management, benefits administration, workplace health and safety, & compliance. Her expertise lies in developing HR strategies that support both mission-driven goals and operational needs within non-profit organisations. Veronique is passionate about creating people-centered policies that drive meaningful impact.





Overview of Financial Results

Financial Performance

For the financial year ending 2023/2024, Carrington achieved a consolidated Net Result of \$11.1 million before interest and depreciation. This performance was notable given the backdrop of significant sector challenges, including the government's ongoing Aged Care Reform, the Aged Care Work Value Case before the Fair Work Commission, and key recommendations from the Aged Care Taskforce Final Report.

The aged care workforce, particularly within Residential services, continued to face pressures from the lingering effects of COVID-19, as well as operational adjustments necessitated by the government's new AN-ACC funding model. This funding model is based on resident acuity levels and required adaptation to ensure alignment with government protocols. Recruiting skilled personnel remained a challenge, not only within aged care but across other industries, with increased competition for qualified staff affecting Community Care operations.

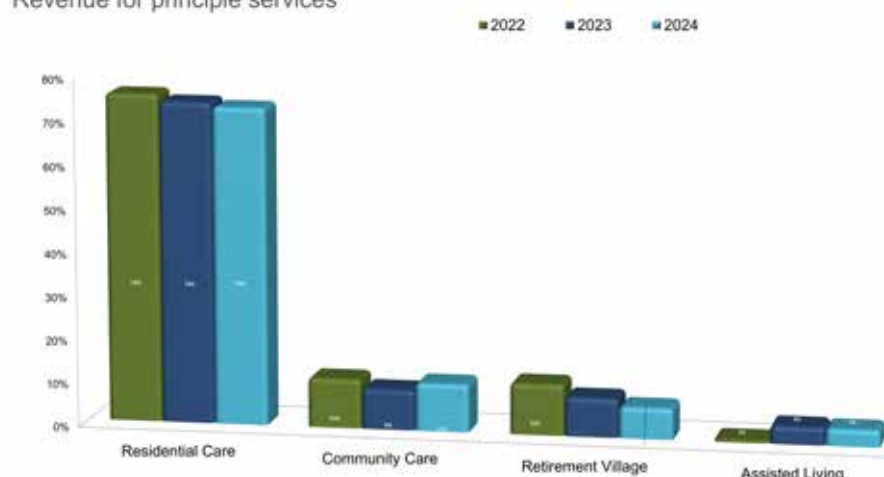
The financial performance of Carrington's Retirement Village was influenced by the ongoing development of Kent Terraces. Although this contributed to increased operational costs, some of these expenses were mitigated by recoveries from the COVID-19 Aged Care Support Program, which continued until December 2023, and the introduction of the Aged Care Outbreak Management Support Supplement in January 2024.



Strategic Investments

Carrington invested heavily in its IT infrastructure as part of its Systems Transformation Program. This strategic initiative is designed to enhance operational efficiency and drive long-term growth, positioning the organisation to better serve its residents and clients in the years to come.

Revenue for principle services



Statement of Profit and Loss and Other Comprehensive Income

Revenue

Total revenue for the year saw a significant increase, rising by \$13.1 million to \$67.6 million (2023: \$54.5 million). Key drivers of this growth include:

- **Residential Care:** Revenue increased by 22%, driven by strong demand for residential placements and an uplift in Government AN-ACC funding.
- **Home Care:** Revenue increased largely attributed to the maximisation of available hours under the Commonwealth Home Support Program (CHSP) and Home Care Package (HCP) funding.

- **Retirement Village:** Revenue remained stable, as the property market continued to feel the effects of the COVID-19 pandemic, impacting average occupancy levels.
- **Assisted Living:** Revenue from Assisted Living services grew by 18%, contributing 4% to Carrington's overall revenue stream, reflecting its positive influence on the business.

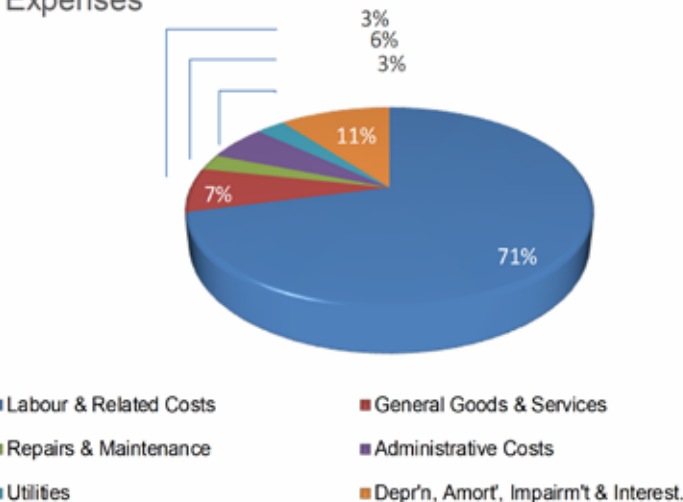
This growth demonstrates Carrington's resilience and ability to navigate industry challenges while expanding its service offerings.

Expenses

Total expenses, excluding depreciation, amounted to \$56.6 million, reflecting a \$9.4 million increase compared to the previous year. This rise in costs is primarily driven by higher labour and operational expenses due to increased occupancy levels in Residential Care, as well as the need to meet the mandatory care minute targets that took effect on 1 October 2023.

Despite the cost increase, Carrington continues to make strides in improving operational efficiencies across various parts of the business, helping to offset some of the financial impact.

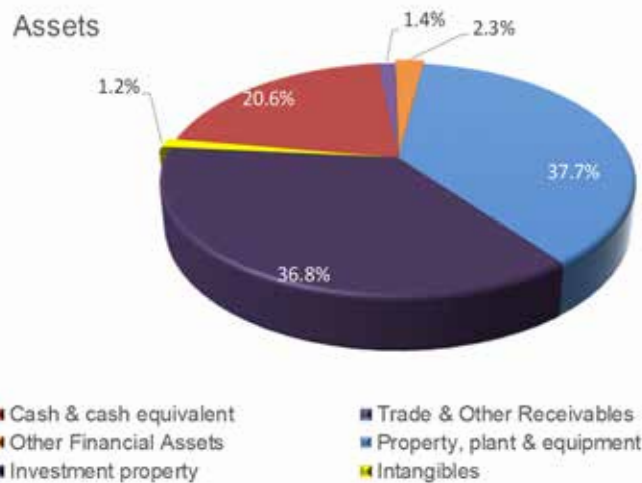
Expenses



Assets

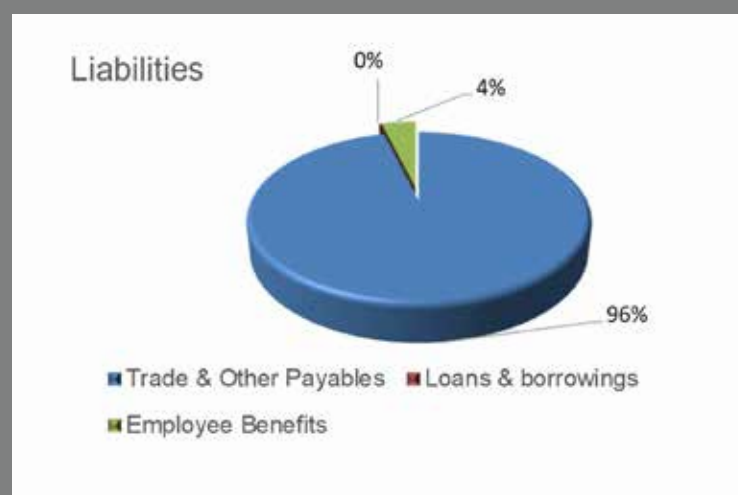
Total assets increased by \$3.6 million (2%) to \$219.1 million, driven primarily by an increase in Term Deposits funded by incoming RAD (Refundable Accommodation Deposit) monies and capitalised construction costs for the Kent Terraces apartments.

Assets



Liabilities

Liabilities decreased by \$0.6 million (0.6%), primarily due to the repayment of the Kent Terraces loan, partially offset by new RAD monies received, which will need to be refunded in the future.



Cash Flow

Cash reserves decreased by \$6.8 million during the year, primarily attributed to the repayment of the Kent Terraces loan and additional RAD and loan refunds.





Long-Term Sustainability

Carrington remains focused on long-term sustainability by expanding infrastructure and services to meet future demands. The completion of key projects, including the Kent Terraces apartments, Riverview and Woodlands Assisted Living apartments, positions Carrington to address population growth over the next five years. We are also scaling our Residential Care and Retirement Living offerings through continued development on our Camden sites.

In-Home Support services have seen increased utilisation, aided by the government's decision to offer flexible service arrangements for Commonwealth Home Support Program (CHSP) providers and the carryover of unspent funding. This flexibility ensures we can meet the evolving needs of the community.

Our successful first year with the HR Information System (UKG) has streamlined the management of staff rosters and improved the hiring process, enhancing operational efficiency. We are committed to maximising AN-ACC revenue, which provides equitable care funding that aligns with resident needs and supports mandatory care minute targets. Additionally, operational improvements remain a key focus, enabling managers to meet KPIs and implement best practices.

Carrington continues to monitor the ongoing impact of COVID-19. We have implemented strict protocols regarding facility access and the use of personal protective equipment (PPE) to safeguard the health and well-being of both residents and staff.

Performance Management

Carrington actively monitors financial performance through the reporting of Key Performance Indicators (KPIs) and participation in the Stewart Brown Aged Care Financial Performance Survey. This allows us to measure outcomes against set budgets and industry benchmarks, ensuring accountability and transparency.

While uncertainties remain around government funding and the evolving landscape of the aged care sector following the Royal Commission, Carrington is well-positioned to adapt to potential changes in both Residential Care and Home Care funding models. Our primary focus continues to be delivering high-quality care to our residents, while maintaining financial sustainability to support future generations.

Despite the significant challenges facing the aged care sector, Carrington remains confident in our strategic direction, strong corporate governance, and prudent financial management. These core strengths ensure we will continue to provide exceptional care while navigating a complex and changing environment.

More than you expect and all that you need

Carrington Systems Transformation Program

The aged care technology landscape is rapidly evolving, and Carrington is committed to leveraging these changes to enhance care and improve outcomes. We recognise the need for continuous innovation in adopting consumer-focused solutions, and our internal assessments show significant progress across several key initiatives.

Our transformation program is advancing with the second phase of UKG implementation, enhancing talent acquisition, performance management, and learning through the Carrington Learning Academy. This phase builds on last year's successful launch of rostering and payroll improvements, streamlining processes and improving the employee experience.

We are also excited about the introduction of a new Epicor system for Community Care services, building on our existing finance platform. This system will deliver more efficient services and better client management across all stages of care, with completion expected by mid-2025.

Carrington's transformation journey is ongoing, focused on continuous improvement in technology, processes, and people. While we are proud of our progress, our commitment to innovation ensures we will keep advancing, building better systems for better care.

Our Care Services

Residential Care

Carrington's Residential Care Services has delivered outstanding results this financial year, achieving an impressive 96% average occupancy rate across our facilities. This success is largely due to the tireless efforts of our Customer Service Team and Care Service Managers, who worked diligently to address vacancies in a timely manner.

Throughout the year, we managed outbreaks efficiently by adhering to best practices and prioritising the health and safety of our residents. Our dedicated staff demonstrated exceptional resilience and commitment, ensuring that all team members were fully trained in Carrington's outbreak management plan.

We maintained transparent and open communication with residents and their families, which helped foster trust and enhance well-being during these challenging periods. Our partnership approach with families also ensured continued visitations, promoting both the physical and emotional health of our residents during outbreak situations.

Clinical Governance

Carrington has strengthened its commitment to Clinical Governance by improving audit tools designed to monitor care quality and identify opportunities for continuous improvement. These audits have successfully highlighted areas for attention, enabling us to implement timely changes that improve resident outcomes. To further enhance clinical expertise, we have introduced the Carrington Learning Academy, offering ongoing training and educational resources for staff.

The End-of-Life Directions for Aged Care (ELDAC) Linkages Program concluded with a successful showcase event in Canberra, which brought together Aged Care Facilities from across Australia. The program provided valuable insights into palliative care best practices, many of which have been integrated into Carrington's services. Through our involvement in the ELDAC program, we have deepened our understanding of end-of-life care, with a focus on the unique needs and preferences of residents.



These learnings have informed the development of more compassionate, person-centred palliative care strategies.

As we move forward, the lessons from the ELDAC program will continue to shape our care practices and policies, allowing us to offer the highest quality of care to residents in their final days. Our commitment to providing compassionate, individualised support extends not only to the residents but also to their families and loved ones during this difficult time.

Accreditation & Reform

We are proud to announce that Mary MacKillop has achieved a three-year accreditation from the Aged Care Quality and Safety Commission.

This accreditation underscores our commitment to delivering exceptional care while maintaining a safe and supportive environment for our residents. We celebrated this significant achievement with our staff, recognising their dedication and hard work in reaching this milestone.

Looking Ahead

Carrington's Residential Care Services has made significant progress in enhancing our service delivery, clinical governance, leadership development, and overall care quality.

As we look to the future, our commitment to continuous improvement and resident well-being remains at the heart of our mission. We are excited to build on this year's achievements and continue advancing the quality of care for our residents in the year ahead.



Lifestyle Team and Community Engagement

Carrington’s commitment to Residential Care has thrived over the past year, driven by a team-oriented, community-focused approach.

The Leisure and Lifestyle team has been instrumental in organising popular outings for residents, enabling them to connect with the Camden community and explore greater Sydney. A special thanks to our new bus driver, Mark Lorkovic, and our dedicated volunteer drivers, whose contributions have greatly enhanced these experiences.

Throughout the year, Carrington celebrated key occasions such as Easter, ANZAC Day, Mother’s Day, Father’s Day, International Nurses Day, and Aged Care Employee Day. Residents also celebrated milestone birthdays, with staff, families, and management coming together to mark these special moments.

Carrington supported several charitable causes, including the World’s Greatest Shave, Biggest Morning Tea, Daffodil Day, and Pink Ribbon events, all of which saw enthusiastic participation. A highlight of the year was the Carrington Olympics, where Mary MacKillop emerged victorious, showcasing strong teamwork and community spirit.

Intergenerational Activities

Carrington remains committed to fostering community connections through intergenerational activities. Students from Magdalene College and St. Benedict’s College participated in the Duke of Edinburgh Program, engaging with residents and assisting with activities.

The Lifestyle team also collaborated with local schools and universities, offering students hands-on work placements through programs like the Mater Dei Next Path Program and partnerships with Western Sydney University. These experiences not only support students’ educational and professional growth but also enrich the lives of our residents.

Carrington’s involvement in community events, such as the St. Patrick’s College Careers Expo and intergenerational activities, demonstrates its dedication to creating a vibrant, supportive, and connected community while fostering meaningful relationships across generations.

Pastoral Care

Carrington is committed to a holistic care approach that supports the emotional and spiritual well-being of residents, families, and staff through pastoral services. Led by a full-time coordinator, trained volunteers, and part-time staff, these person-centered services are tailored to individual needs, providing a safe space for reflection and support.

In 2023, Carrington continued its successful partnership with Magdalene Catholic College through the “Through Your Eyes” program. This initiative connected twenty Year 11 students with eight Carrington residents, providing an opportunity for the students to listen to and document the residents’ life stories. As a special gift, residents and their families were invited to experience an audio-visual presentation showcasing the residents’ stories, creating a meaningful and lasting tribute to their lives.

Recognising the importance of social connection for our Independent Living residents, we continued the “Espresso Yourself” gatherings throughout the past financial year. These monthly events provided a welcoming space for residents to connect over a cup of tea or coffee, meet new people, and strengthen existing friendships.

Carrington continued three key initiatives to support the mental health of staff and residents across Residential Aged Care, Independent & Assisted Living, and Community Care. The first is a framework outlining internal & external mental health resources for immediate and long-term support. The second involves brochures for staff and residents in Independent & Assisted Living, providing guidance on accessing mental health assistance. The third initiative is an agreement with C2bMe, a government-funded program offering specialised mental health care to Residential Aged Care residents, available with consent and referral.



Community Care Service Highlights:

Community Care

Carrington Community Care is widely recognised for its excellence in delivering high-quality in-home care services to residents across the Camden, Campbelltown, and Wollondilly Local Government Areas.

As an approved provider of the Australian Government’s Home Care Package (HCP) Program and the Commonwealth Home Support Program (CHSP), Carrington is fully aligned with the purpose of these initiatives.

We proudly partner with older individuals to support their independence, enabling them to continue living comfortably and confidently in their own homes.

Quality Audit and Service Excellence


In March 2024, Carrington Community Care underwent its first Aged Care Quality Standards audit since 2017, achieving outstanding results. The service successfully met all 42 requirements across the eight Aged Care Standards, demonstrating high-quality care.

The assessment team commended Carrington’s commitment to consumer care, as evidenced by feedback from consumers, staff, and documented reports. Notably, only 64% of Home Care Services in Australia meet all standards, highlighting Carrington’s exceptional performance.

New Service Initiatives: CHSP Allied Health Expansion

Recognising the growing need for Allied Health services in the community, Carrington secured a Commonwealth Home Support Program (CHSP) variation in January 2024. Starting July 2024, Carrington will offer Physiotherapy, Occupational Therapy, and Exercise Physiology services to CHSP-approved consumers.

This initiative, focused on re-ablement and independence, addresses a critical service gap in the region.

 **+ 64**
Case staff providing direct services

1,104
Number of older people supported

42,213
Total number of home services provided 

 **254,521**
Total KM’s travelled by care staff

56,466
Total number of home support delivered

System Transformation

As part of its digital transformation strategy, Carrington Community Care is preparing to implement a new cloud-based client management system (CMS) by June 2025, replacing the current Procura system. This upgrade will align with the Government’s upcoming “Support at Home” Program and improve operational efficiency. Additionally, Carrington’s success with the Hayylo communication platform, which engages over 90% of consumers, further enhances service transparency and connectivity.



Our Operations and Infrastructure

Retirement Living

In 2023, Carrington maintained its commitment to providing exceptional services and amenities to our village residents. We are proud to highlight the key events, achievements, and initiatives that have enriched our community and enhanced the quality of life for our residents over the past year.

Carrington Fair

Held on September 14th, the Carrington Fair exceeded all expectations, showcasing our beautiful grounds and exceptional facilities to a record number of attendees. The event received overwhelming support and positive feedback from the community, marking a significant success. The stallholders were a key highlight, offering a diverse array of products and engaging displays, further enriching the event. The success of the Carrington Fair is attributed to our dedicated volunteers, whose tireless efforts were critical to its execution and success.

Retirement Village Compliance

Carrington maintains a strong focus on governance and compliance, adhering to key industry regulations. This includes providing detailed operational data to the Retirement Villages Portal, maintaining accreditation through the Australian Retirement Village Accreditation Scheme (ARVAS), and upholding high standards under the Retirement Living Code of Conduct for marketing, sales, and community management.

Riverview Assisted Living

Riverview Assisted Living apartments offer beautifully designed accommodations for individuals and couples seeking a perfect

balance of independence and support. The community fosters socialisation through a variety of activities and shared meal times, enhancing residents' overall well-being.

Residents enjoy gourmet meals in the rooftop dining area, which boasts panoramic views from the lounge and terrace. Comprehensive services, including laundry, cleaning, case management, and a dedicated Concierge, ensure personalised care and support, making Riverview an exceptional addition to Carrington's offerings.

Kent Terraces

We are delighted to announce the completion of the Kent Terraces development, adding 20 boutique apartments to Carrington's portfolio. Located in the heart of Carrington Village and surrounded by the picturesque 'The Glade' and the soon-to-be-completed Eastern Parkland, these residences enrich our community's infrastructure and aesthetics. Post-completion, we have worked closely with the builder to address and resolve any defects, ensuring that the final product meets our quality standards and provides a superior living experience for residents.

Hotel Services

The Hotel Services Team had an outstanding year, delivering high-quality hospitality services across food, housekeeping, and laundry operations. Their commitment to excellence was highlighted by consistently positive compliance outcomes, including achieving an 'A' Rating from the NSW Food Authority in 2023. These results reflect Carrington's dedication to service excellence and high operational standards.

Resident Engagement and Menu Development

In 2023/24, the Hotel Services Team hosted Food Focus Groups, involving over 90 residents and family members. Feedback from these sessions shaped the creation of new summer and winter menus, which were well-received by the community.

The "Food First" initiative focused on enhancing nutrition through fortified meals and fresh, nutritionally enriched options, improving both health and dining satisfaction. Celebratory and food-themed events, organised with the Leisure and Lifestyle Teams, fostered community spirit and social engagement. The popular Live Cooking Program was expanded to offer more menu choices, enriching residents' sensory experience and encouraging interaction with staff.

Texture-Modified Foods

Improvements to texture-modified foods, including the introduction of moulded vegetables like sweet potato and broccoli, have significantly enhanced the presentation and appeal of meals. These upgrades have led to better nutrition and reduced weight loss among residents.

Christmas Festivities

Carrington's Christmas parties were a highlight of the year, featuring a festive menu prepared by the Head Chef, including traditional baked ham, turkey, and a variety of seasonal desserts. The celebrations were praised for their food, entertainment, and lively atmosphere.

Equipment Upgrades

Significant improvements were made in kitchen operations, including the replacement of older ovens, fryers, and food transport equipment. These upgrades have enhanced cooking efficiency, temperature control, and overall food quality, reinforcing Carrington's commitment to service excellence.

Minor Capital Works

The Glade Landscaping Project

The Glade Landscaping Project was designed to enhance the connectivity between the northern part of the village and the central hub, creating a seamless, inviting pathway for both residents and visitors. Key elements of the project included significant earthworks to shape the land, installation of matting and rock to improve waterway functionality and sustainability, and the construction of paths, seating, lighting, and bridges to increase accessibility. The project was completed with strategic planting to enhance the area's aesthetic appeal.

Tunstall System Upgrade

In response to Telstra's planned 3G network closure, Carrington completed the installation of upgraded Tunstall systems throughout the village. The new systems ensure reliable emergency communication and monitoring, maintaining our high safety standards for residents and staying aligned with the latest technology.



Independent Living Unit (ILU) Refurbishments

Property Services completed refurbishments on 43 Independent Living Units (ILUs) during 2023/2024. The upgrades included kitchen, bathroom, flooring replacements, and repainting. These improvements will ensure the long-term durability and functionality of the units, enhancing resident comfort and satisfaction.

Recreation & Leisure Centre Furniture Upgrade

We revitalised the Recreation & Leisure Club by upgrading its furniture, enhancing both comfort and the overall experience for residents. This initiative reflects our commitment to providing a welcoming and functional space for leisure and social activities.

Painting Program

Throughout the year, Carrington continued its painting program, focusing on the external areas of the Recreation Club (lower ground level) and the commencement of exterior work in the ILUs of North Village. Significant maintenance and repainting were also completed in the common areas and rooms of our Residential Care Facilities.

Rocksalt Ventilation System

In conjunction with the construction of Kent Terraces, a review of environmental impacts from Rocksalt's operations was conducted, leading to the installation of a new ventilation system to mitigate noise and smell. The upgrade has provided noticeable improvements, enhancing the overall environment for residents and visitors.

Grasmere Terrace Additional Lift

To improve accessibility and convenience for residents, a second lift was installed at Grasmere Terrace. Previously reliant on a single lift, the facility now offers enhanced service to meet the needs of its growing resident population. The installation was carefully managed to ensure minimal disruption and safety during construction.

Solar Power Installation

Carrington made strides toward sustainability by completing the installation of solar power systems at Grasmere Terrace, the Recreation and Leisure Club and updating the system at Paling Court. These efforts are expected to significantly reduce power consumption, resulting in both financial and environmental benefits.

Floor Covering Replacement – Paling Court & Mary MacKillop

As part of our cyclical floor covering replacement program, significant upgrades were made in Cobbitty lounge room, Thirlmere hallways and lounge room and Diosma common areas. Cobbitty and Diosma were fitted with durable carpet tiles, while Thirlmere received a combination of floor tiles and vinyl. These upgrades enhance both the comfort and safety of the facilities.

Our People and Culture

This year, the People and Culture Team has celebrated significant growth and achievements, particularly with the successful introduction and rollout of the UKG Ready Human Resource Information System. This system has improved operational efficiency, enhancing our ability to support employees while meeting organisational goals. Active UKG modules in recruitment, rostering, and learning and development have streamlined workforce reporting and empowered employees.

To address workforce capacity challenges, we created a new "Talent and Acquisition" role within the People and Culture team. This role has played a pivotal part in strengthening our employer brand, engaging potential candidates proactively, and responding to the dynamic needs of the organisation. Since its introduction, we've seen notable improvements in our ability to address workforce challenges, bolstered further by significant advancements in the Rostering Team.

Organisational Learning and Development

Ongoing learning and development remain central to the Carrington employee experience, with a focus on exceeding Aged Care Quality Standards and fostering a culture of continuous learning. In April, we launched Carrington's Learning Management System, known as the Learning Academy. This platform offers over 500 educational modules, providing staff with access to timely, quality education to meet evolving needs. The Learning Academy has also streamlined reporting for managers, enabling better tracking of team progress.

Training continues to prioritise Aged Care Quality and Safety requirements, with a strong emphasis on person-centered care. Notably, clinical training courses such as Dementia Essentials and the Program of Experience in the Palliative Approach (PEPA) have enhanced our team's ability to deliver high-quality care. In addition, staff well-being has been a core focus, with events centered on Domestic Violence Awareness and Mental Health First Aid, empowering managers to support team members facing challenging life circumstances.



Upcoming Projects 2024-2025

Looking ahead, the People and Culture team is focused on the following key projects:

- All Employee Staff Survey
- Performance Appraisal Online Rollout
- Continued EBA Consultation and Implementation
- Professional Pathways for Talent Development and Retention



Special Recognition Awards

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

10 Years

Carissa Brown	Grasmere Terrace
Lydia Tawiah	Mary Mackillop
Shahnaj Afroj	Grasmere Terrace
Larnie Kane	Hotel Services
Denise Patchett	Mary Mackillop
Dharshani Gunathilake	Financial Services
Lisa Nesbitt	Werombi Court
Denise Bugg	Hotel Services
Teresa St Clair	Mary Mackillop
Emily Hume	Mary Mackillop
Brandon McDougall-Fabila	Grasmere Terrace

15 Years

Jamie-Marie Carrier	Grasmere Terrace
Kerry Roberts	Community Care
Martina Rammonat	Financial Services
Jennifer Cooper	Mary Mackillop
Tina Pedersen	Mary Mackillop
Julie Bush	Grasmere Terrace
Allison Prendergast	Werombi Court
Lisa Keeling	Grasmere Terrace
Julie Weultjes	Paling Court
Lisa Brandt	Grasmere Terrace
Holly Walton	Werombi Court

20 Years

Raad Richards	Chief Executive
Shelley Semler	Werombi Court
Genevieve Clarke	People & Culture
Angela Thomson	Mary Mackillop
Zorica Markovic	Mary Mackillop
Vanessa Pohlmann	Grasmere Terrace



Our Board of Directors



Alex Jankowski

Company Director
Since November 2000

Qualifications:
Bachelor of Engineering, Bachelor of Engineering, Masters of Engineering Science, Graduate Diploma in Management, Member of the Australian Institute of Company Directors.

Social Responsibilities:
Chairman of the Board, Member of the Finance, Resources and Infrastructure Committee, Member of the Audit and Risk Committee, Member of the Clinical Governance Committee.



Bruce Hanrahan, AM

Company Director
Since November 2003

Qualifications:
Solicitor.

Social Responsibilities:
Deputy Chairman of the Board, Chair of the Audit and Risk Committee, Member of the Finance, Resources and Infrastructure Committee, Member of the Clinical Governance Committee.



Karen Kavanagh

Company Director
Since July 2016

Qualifications:
Diploma of Financial Planning, Certified Financial Planner (CFP).

Social Responsibilities:
Chair of the Finance, Resources and Infrastructure Committee, Member of the Audit and Risk Committee.



Anna Williams

Company Director
Since November 2022

Qualifications:
PhD, MPH, Bachelor of Health Science (Nursing), Registered Nurse, Professor, Deputy Head of School – Research, Faculty of Health, School of Nursing and Midwifery, UTS.

Social Responsibilities:
Chair of the Clinical Governance Committee.



Graham Pascoe

Company Director
Since November 2000

Qualifications:
Bachelor of Economics (Hons), Masters Litt (Human and Env. Studies), Graduate Diploma Urban and Reg Plan, Grad Diploma Ed. Studies, Assoc. Diploma Business (Val), Registered Planner.

Social Responsibilities:
Member of the Audit and Risk Committee, Member of the Finance, Resources and Infrastructure Committee.



Stephen Carter

Company Director
Since November 2020

Qualifications:
Dispensing Optician, Graduate Certificate in Technology (Optician).

Social Responsibilities:
Member of the Audit and Risk Committee, Member of the Clinical Governance Committee.



Raad Richards

Chief Executive
Since 2004

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

Social Responsibilities:
Company Secretary since 2005.



Directors Report

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.

Significant Changes in State of Affairs

There were no significant changes to the state of affairs of the group during the financial year.

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 \$11,196,280 (2023: surplus \$7,633,019). The net result of the group for the financial year after providing for income tax was a surplus of \$4,298,746 (2023: surplus \$1,091,866). The parent entity and controlled entity are not-for-profit entities and are exempt from the payment of income tax.

After Balance Date Events

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.

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.

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

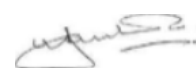
Performance of the group is measured through reporting of financial and non-financial information to the Board and sub committees against operating budgets and industry key performance indicators.

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.

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.



Alek Jankowski
Chairman



Bruce Hanrahan
Deputy Chairman





Carrington

LIVING • CARE • COMMUNITIES

enabled to care

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