



2017/2018

ANNUAL REPORT



Our Vision

Acacia Living Group is the first preference for the provision of innovative quality community and residential aged care and independent retirement living options to the general community, including ex-service men and women and their dependents in Western Australia.

Our Mission

As a registered charity, Acacia Living Group provides accessible options across the full continuum of care for the aged in the general community, including ex-service men and women and their dependents.

Our Values

Caring, Trust, Respect, Openness, Integrity, Fairness and Compassion.



Chairman's Report

I am pleased to present the Chairman's report for the year ended 30 June 2018 under our new trading name of Acacia Living Group.

Some time ago we commissioned independent research that showed there was confusion in the community about our former trading name – RSL Care WA. This led the Board into a process of review, leading to the conclusion that it was appropriate to consider a new name and logo, indicative of the organisation looking to the future of providing even better accommodation and care for the community.

Over the past 18 months we have been through an exhaustive process of considering alternative names that were reflective of our heritage as a provider of services to older Western Australians for more than half a century.

The result of that review process was a decision to re-brand as Acacia Living Group. The Acacia known commonly as the Wattle, is not only Australia's floral emblem, it is symbolic of the resilience that typifies our national spirit. Accordingly, we believe it strikes an appropriate balance between our history and our vision for the future of extending our range of services to the communities we are proud to serve.

While we have a new name and a new corporate logo, there is absolutely no change to the organisation and our commitment to our provision of retirement living and aged care services to the community. The composition of our Board remains the same, the Executive team remains in place and the community will continue to receive retirement living and aged care services and support in accord with our charitable and benevolent objectives from the same team of dedicated staff.

With this ongoing commitment in mind the Board and management team have continued to explore opportunities to expand the range of accommodation and care services available to the community.

During April 2018 we completed the purchase of Jacaranda Gardens, an 84 independent living unit retirement village located in Canning Vale and in June 2018 tenders were sought for the construction of a 32 bed extension to our 55 bed Meadow Springs residential care facility.

Our retirement village upgrade and extension projects continued with the Geraldton 'Beachlands' Retirement Village, Gregory Street entrance upgrade being completed in mid-March 2018. The continued support and advice of the City of Greater Geraldton Council during the staged upgrade of the village is greatly appreciated.

Our Jurien Bay Retirement Village stage two development continues to progress with a further three Modular WA cottage style exhibition homes being installed during March 2018. The on-site Respite Centre is complete and commenced operations in December 2017 providing much needed day and overnight respite services to the community. The Honourable Alannah MacTiernan MLC, Minister for Regional Development; Agriculture and Food; Minister assisting the Minister for State Development, Jobs and Trade officially opened the centre during July 2018. Home Care operations are now co-located within the Respite Centre and continue to meet demand from clients in the Shire of Dandaragan and beyond.

Civil works for Stage 3 of the village commenced during April 2018 and involve road paving and curbing, paved caravan and boat storage parking bays and curbing, boundary walls along Bashford Street and the southern site boundary. We are grateful for the continued support of the Shire of Dandaragan President and Council and Mr Shane Love MLA, Member for Moore, in our endeavours to provide accommodation and care services in the region.

As is evident the Board remains committed to the pursuit and development of further opportunities to expand our accommodation and care services to the broader community. Our Strategic Plan reinforces this commitment and provides the Board, Chief Executive Officer and senior management team with a common vision and focus, with agreed goals and strategies.

We remain cognisant of the complex regulatory framework our business divisions operate within and the importance of ongoing compliance with relevant legislation. The Board is confident our governance principles, together with our strategic and operational risk management and mitigation principles are sufficiently robust and dependable enough to ensure we will continue to meet both our strategic and charitable objectives.

Acacia Living Group continues to deliver the intended charitable service outcomes across the portfolio despite the ongoing challenges associated

with the Federal Government’s Aged Care Reforms and Budgetary pressures.

The Board joins me in thanking the executive team and staff for their commitment to ensuring the best possible outcomes for those entrusted to our care. Our end of financial year results again highlights the effectiveness of our executive team, guided by our Chief Executive Officer, Kevin Davidson, during ongoing regulatory change and challenging commercial conditions.

My Board colleagues and I welcomed the re-appointment of Ms Rae Freeman and the appointment of Ms Cinzia Donald to the Association’s Board for three year terms at the December 2017 Annual General Meeting. Ms Freeman’s and Ms Donald’s professional competence and experience will ensure the Board continues to discharge its corporate governance responsibilities with the utmost effect.

Finally, I again commend my Board colleagues for their ongoing time, professionalism and astute-timely advice. Their altruistic commitment, dedication and compassion continue to ensure outstanding organisational outcomes and the ongoing provision of essential services to those in need and the aged and infirm in Western Australia.

KEVIN CAMPBELL, AM



Chief Executive Officer Report

During the 2017/2018 reporting period our residents, clients and staff have benefited from Acacia Living Group's continued ability to govern and manage effectively in a changing operating environment, while continuing to actively pursue diversified business opportunities and deliver upon our charitable objectives.

Acacia Living Group Overview

856 residents and clients may receive our services at any one time:

- 233 or 27.22% Residential Aged Care residents;
- 453 or 52.92% Independent Living Unit residents;
- 154 or 17.99% Home Care clients;
- 11 or 1.29% Veterans Home Care clients;
- 5 or 0.58% National Carer Respite Program (130 annually).

Acacia Living Group also provides full management services to another charitable organisation, Wattle Hill Care Incorporated:

- 62 bed Residential Aged Care service;
- 51 Independent Living Unit residents.

473 people assist Acacia Living Group to achieve our charitable objectives:

- 434 or 91.75 % are full time, part time, or casual employees (as at last pay period of FY 2017/18);
- 39 or 8.24 % are volunteers (includes Board members).

Who was helped by our charity in FY 2017/18?

Elderly women and men from the general community, people from diverse cultural and linguistic backgrounds, people at risk of homelessness, people with disabilities, people with chronic or terminal illness, people who are financially and/or socially disadvantaged, people who live in rural or remote locations, people from an Indigenous background, veterans and their dependents.

Resources and Operating Locations

Acacia Living Group operates the following services in Western Australia:

- Beachlands Retirement Village, Geraldton
- Jurien Bay Retirement Village

- Coral Estate Retirement Village, Mandurah
- Mandurah Retirement Village
- Menora Gardens Retirement Village
- Pearson Retirement Village, Menora
- Jacaranda Gardens Retirement Village, Canning Vale
- Meadow Springs Residential Care Facility
- Menora Gardens Residential Care Facility
- Geraldton Home Care Services
- Jurien Bay Home Care Services
- Mandurah Home Care Services
- Perth Metropolitan Home Care Services
- South West Rural Home Care Services
- Jurien Bay Respite Centre
- Geraldton National Carer Respite Program
- Geraldton Budget Accommodation
- Veterans Home Care Services (Mid-West)
- Veterans Community Nursing Services (Wheatbelt, Southwest, Midwest, Perth Metro)
- Wattle Hill Care Bunbury (Residential Care Facility and Retirement Village – Management Services)

Key and Charitable Activities

Charitable Objectives

The following outline of our key and charitable activities provides an insight as to how these activities assist us achieve our charitable objectives. The Board, Management Team, Staff and Volunteers remain committed to our charitable objectives:

- (1) To provide aged and infirm persons who are in needy circumstances, including but not limited to armed forces veterans and their dependants, with accommodation, care and assistance services within aged care facilities, respite centres, retirement villages, other residential facilities and by providing community care services.
- (2) In order to enable and assist the achievement and funding of the main objects stated in sub-rule (1), an incidental object is to provide aged and infirm persons who are not in needy circumstances with accommodation, care and assistance services within aged care facilities, respite centres, retirement villages,

other residential facilities and by providing community care services.

- (3) To provide care and assistance of the highest standard for the aged and infirm persons.

The property and income of Acacia Living Group is applied solely towards the promotion of our charitable objects and no part of that property or income may be paid or otherwise distributed, directly or indirectly, to Members of the Association.

Retirement Villages

Acacia Living Group Retirement Villages are located at Geraldton, Jurien Bay, Menora (two villages), Mandurah (two villages) and now Canning Vale.

In keeping with the Board's strategic commitment to the pursuit and development of further opportunities to expand our accommodation and care services to the broader community the Board provided approval to submit a formal offer to purchase the Jacaranda Gardens Retirement Village located in Canning Vale during December 2017. The offer was subsequently accepted and after contract negotiations we welcomed the Jacaranda Gardens residents to our extended Acacia Living Group community during April 2018. Jacaranda Gardens has eighty four 2 and 3 bedroom homes. The village's community centre contains a number of lounge and dining areas, community kitchen, games room, sewing/craft room, library, computer resource room, theatre room, indoor heated swimming pool, gymnasium, hairdressing salon, medical consulting room, barbeque area and workshop on a 2.64 hectare site approximately 1.5 kilometres from Livingstone Marketplace shopping centre. We look forward to working with the current and future residents to ensure the village continues as a vibrant and successful community.

With the support of the City of Greater Geraldton Council the Beachlands Retirement Village, Gregory Street upgrade was completed during March 2018. The upgrade provides new road paving and curbing, paved parking bays and curbing, a new boundary wall, electric vehicle access gate, keylock pedestrian gates, CCTV, solar lighting, new street signage and an upgrade of the existing reserve reticulation system.

These upgrades complement the recently completed stage 2 upgrades that have provided new roads, curbing, retaining walls, paths, fire mains, electric security access gates, landscaping and infrastructure for 17 additional park frontage homes. Stage 1 upgrades included a new Community Centre,

refurbishments to the multi-purpose room and the administrative office extensions.

Our Jurien Bay Retirement Village stage two development continues to progress with a further three Modular WA cottage style exhibition homes being installed and furnished during March 2018. Attendance numbers and positive feedback received indicates that the April Open Day was a success and well supported by the local and broader community.

The on-site day and overnight Respite Centre is complete and commenced operations in December 2017 providing much needed day and overnight respite services to the community. At a total project cost of \$4.8 million this initiative would not have been possible without the generous support of the State Government with the provision of \$2.5 million in grant funding and will provide much needed respite services to residents of the region into the future.

Home Care operations are now co-located within the Respite Centre and available to meet demand from clients in the region. A wheelchair accessible vehicle has recently been purchased and refitted to meet the demands of clients.

Stage 3 of the village commenced during April 2018 and involves road paving and curbing, paved caravan and boat storage parking bays and curbing, boundary walls along Bashford Street and the southern site boundary.

The Board remains committed to providing affordable quality housing options and care services for the aged in the region offering suitable choices for those wishing to remain living in or move to the region as an attractive alternative to living in the metropolitan area.

We are grateful for the continued support of the Shire of Dandaragan President and Council and Mr Shane Love MLA, Member for Moore, in our endeavours to provide affordable quality accommodation and care services in the region.

Mandurah Village, Coral Estate Village, Menora Gardens Village, Pearson Village, Beachlands Village, and our newest addition Jacaranda Gardens Village continue to perform satisfactorily in depressed market conditions,

with each village offering a variety of retirement village scheme leases or rental lease options.



Members of the Menora Gardens & Pearson Retirement Villages 90's Club - 2018

Acacia Living Group continues to provide shorter term Retirement Village accommodation on a 'rental only' basis to meet demand and assist in caring and supporting the aged. The rent payable is substantially below market rental values for similar residential properties. The leasing terms provide members of the general community experiencing poverty, distress, disadvantage, financial hardship, social isolation, loneliness or in necessitous circumstance access to safe and secure independent living accommodation. Home Care services and visitation services are also available when required.

Thirty seven units or 9.7% of our Retirement Village portfolio is allocated as rental accommodation. Across the retirement village portfolio operating deficits totalling \$194,180 have been subsidised and absorbed by Acacia Living Group in keeping with our charitable objectives.

Residential Care

Residential Care Facilities at Menora Gardens (178 beds) and Meadow Springs (55 beds) continue to operate at capacity, providing premium

standards of residential care, while meeting regulatory compliance. Both facilities maintained compliance with all standards during scheduled and unannounced assessment inspections by the Australian Aged Care Quality Agency during the reporting period.

Development approval was received during February 2018 for a thirty two bed extension to the Meadow Springs facility with construction expected to commence in August 2018. This will provide 87 beds at the facility.

Fully supported residents account for approximately 51 placements of Acacia Living Group's annual residential care placements in furtherance of our charitable objects.

We continue to receive positive feedback regarding the environment in all areas of Menora Gardens and Meadow Springs from residents, their families and also visitors to the facilities such as aged care accreditation standards assessors.

Home Care

Acacia Living Group Home Care services are available for clients in Geraldton, Jurien Bay, and the North Metropolitan region of Perth, the Eastern Hills region of Perth, Mandurah and the Rural South West. Intermediate (Level 3) and High Care (Level 4) care programs remain in high demand. Unfortunately, long wait times continue to be experienced by many clients for these levels of care to be operationalised due to congestion on the national queue. Some clients have accessed lower levels of care from Level 1 and Level 2 programs while waiting for Level 3 and Level 4 packages to become available. Veterans' Home Care services continue to be provided to clients in the Geraldton region.

Acacia Living Group continues to pursue Home Care growth opportunities in metropolitan and regional areas in what has become a quite congested and strongly contested market place. Our goal remains to provide a high quality of care and service to clients while satisfying our regulatory compliance obligations.

Community Support

Acacia Living Group provided a three year peppercorn lease (\$1.10 per annum) for a commercial building to the Returned & Services League Branch of Western Australia until 30 November 2017. The building was tenanted

by the Mandurah RSL Sub Branch, and used for social and welfare activities to assist Returned Service Men and Women and their dependents.

Acacia Living Group absorbed annual losses of approximately \$54,000 to provide this charitable community support. In addition, Acacia Living Group continues to provide meeting room facilities free of charge to the Mount Lawley-Inglewood RSL Sub Branch Committee and members, and the WA Aged Sailors, Soldiers and Airmen's Relief Fund Trustees monthly meetings.

Training and Development

Acacia Living Group continued its commitment to provide employees with ongoing learning and development opportunities. Approximately \$120,790 was directed to staff training sessions during the year. This figure does not include internal staff time associated with "tool box" sessions undertaken nor on-the-job buddy shifts.

Staff numbers attending training¹ during FY 2017/18 are as follows:

- Externally delivered – 291
- Internally delivered – 1010
- Induction – 175

Staff Recognition

Award ceremonies continue to be held during the year to recognise significant service milestones, successful completion of training courses and to acknowledge the valuable contribution of our staff and volunteers.

Acacia Living Group Chairman, Mr Kevin Campbell AM, presented National Australia Day Council Achievement Medallions and Certificates to members of staff during an award ceremony on Thursday 25th January 2018.

¹ Internally delivered training includes all annual mandatory training updates and identified training needs as a result of performance development activities. Externally delivered includes modules undertaken through the Aged Care Channel on-line learning programmes, as well as off-site attendance at training or seminars.



Australia Day Awards Ceremony

(L-R) – Kevin Davidson MVO, OAM (Chief Executive Officer, Acacia Living Group), Preetha Thamilaraser (Clinical Lead, Menora Gardens), Linda Jackson (General Manager: representing Richard Paul, Enrolled Nurse, Menora Gardens), Dee Corbett (Site Manager, Geraldton), Debbie Davids (Personal Care Attendant, Meadow Springs), Isobel Makings (Care Supervisor, Meadow Springs), Kevin Campbell AM (Chairman)

Recipients were awarded Australia Day Council Medallions and Certificates in recognition of their sustained outstanding service to residents of Retirement Villages, Residential Care Facilities, and recipients of Community Care services and to their colleagues.

The National Australia Day Council Achievement Medallions and Certificate provide the Acacia Living Group Board and management team with an opportunity to acknowledge and recognise outstanding individual and team contributions in the lead up to Australia Day.

Acacia Living Group Business Name and Corporate Logo Launch

Following an 18 months process of the Board considering alternative names and logos that were reflective of our heritage as a provider of services to older Western Australians for more than half a century the rebrand launch took place successfully on Friday the 1st June 2018.

The program included, but was not limited to the following:

New - email addresses, website, brochures, email and website redirection, pamphlets, corporate stationery, envelopes, all sites signage, uniforms and

embroidery (1900), name badges (450), business cards, cheque books, invoices, resident and client statements, purchase orders, vehicle artwork, letters to staff, ACF residents and next-of-kin, RV residents, Home Care clients, and stakeholders, RV resident leases, residential care agreements, policies and procedures, social media platform, SEO optimization, print and television media, and ASIC business name registration.

Our thanks go to our consultants, staff, residents, and clients for their patience and understanding during the due diligence and transition to our new name and corporate logo.



Acacia Living Group Uniform Presentation

Chairman, Kevin Campbell AM and Deputy Chairman, Bob Kucera APM, JP attended a morning tea and ceremonial uniform presentation to ten staff at Menora Gardens on Wednesday 30th May 2018.

Corporate Reporting Obligations

Acacia Living Group remains compliant with the regulatory and mandatory reporting requirements of the Aged Care Act 1997, Retirement Village Act 1992 (WA), Retirement Villages Regulations 1992, Fair Trading (Retirement Villages Code) Regulations 2015 (WA), Land Administration Act 1997 (WA), Associations Incorporation Act 1987, Australian Charities and Not-for-Profits Commission (Consequential and Transitional) Act 2012, Corporations Act 2001 (Cth), Fair Work Act 2009 (Cth), Workplace Gender Equity Act 2012, and the Veterans' Home Care and Veterans' Community Nursing Services Guidelines (Department of Veterans Affairs).

Acknowledgements

We acknowledge Lotterywest for their ongoing financial support of Acacia Living Group initiatives that ensure the best possible support and outcomes for our aged clients and those in necessitous circumstances. Programme Maintenance Services ongoing support of the Menora Gardens and Pearson Village 90's Club is greatly appreciated. The staff incentive programs offered by Harvey Norman Cannington Superstore and HBF Health Insurance are also highly valued.

I extend my sincere thanks to the Acacia Living Group management team, staff and our committed volunteers who continue to deliver outcomes well beyond all possible expectations. The Board and I are truly indebted and grateful for the professionalism, loyalty, dedication, enthusiasm and optimism demonstrated by those who work and volunteer at Acacia Living Group. To our Chairman, Kevin Campbell AM, and fellow Directors, The Honourable Bob Kucera APM, JP, The Honourable Ray Halligan FIPA, FFA, Mr Geoff Martin, Ms Rae Freeman JP, and Ms Cinzia Donald I convey, on behalf of all staff, clients, residents and volunteers, our deep appreciation for generously providing their professional expertise, experience, patience and time to ensure the continued success of Acacia Living Group.



Financial Summary 2017/2018

These figures are an extract of the audited annual accounts which have been produced in accordance with the Australian Accounting Standards.

	2017-2018	2016-2017
	'000	'000
REVENUE		
Subsidies	22,922	22,214
Fees	9,512	8,271
Other Income	1,755	2,902
	34,189	33,387
EXPENDITURE		
Employment	19,470	18,862
Other	10,419	13,499
Depreciation	1,349	1,294
	31,238	33,655
PROFIT/(LOSS) FROM ORDINARY ACTIVITIES	2,951	(268)
FAIR VALUE GAIN ON NET INVESTMENT ASSETS	(3,620)	1,307
TOTAL COMPREHENSIVE INCOME/(LOSS)	(669)	1,039
ASSETS		
Current & Cash	19,125	29,369
Property, Plant & Equipment	47,946	34,284
Investment Property	174,047	136,829
Other	801	1,169
TOTAL ASSETS	241,919	201,651
LIABILITIES		
Payables	2,794	2,213
Provisions	2,196	2,287
Bonds/RADs & Resident Refundable Bonds	162,062	133,364
Borrowings	30,400	32,800
Other	130	1,074
TOTAL LIABILITIES	197,582	171,738
NET ASSETS	44,337	29,913

Acacia Living Group Board Members

Chairman

Mr Kevin Campbell, AM

Deputy Chairman

The Hon Robert C Kucera, APM, JP

Director

The Hon Ray Halligan FIPA, FFA

Director

Mr Geoff Martin

Director

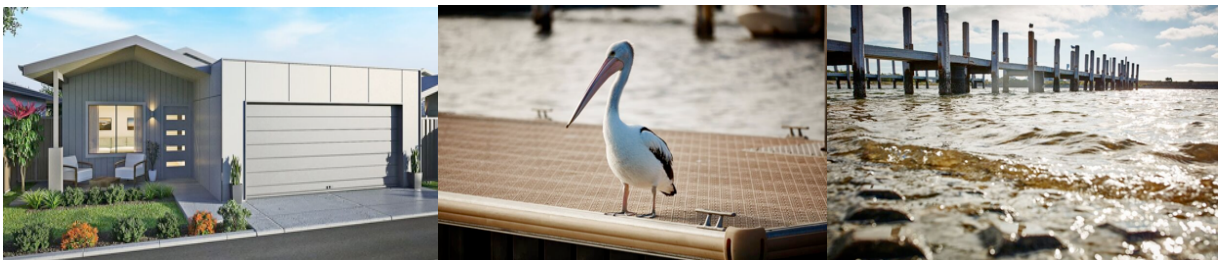
Ms Rae Freeman, JP

Director

Ms Cinzia Donald

Chief Executive Officer

Mr Kevin Davidson, MVO, OAM



Jurien Bay



Grandview Apartments – Menora Gardens



CORPORATE OFFICE

16 Freedman Road, MENORA WA 6050

Telephone: +61 8 9370 0200

Facsimile: +61 8 9370 2249

Email: corporate@acacialiving.com.au

Website: www.acacialiving.com.au