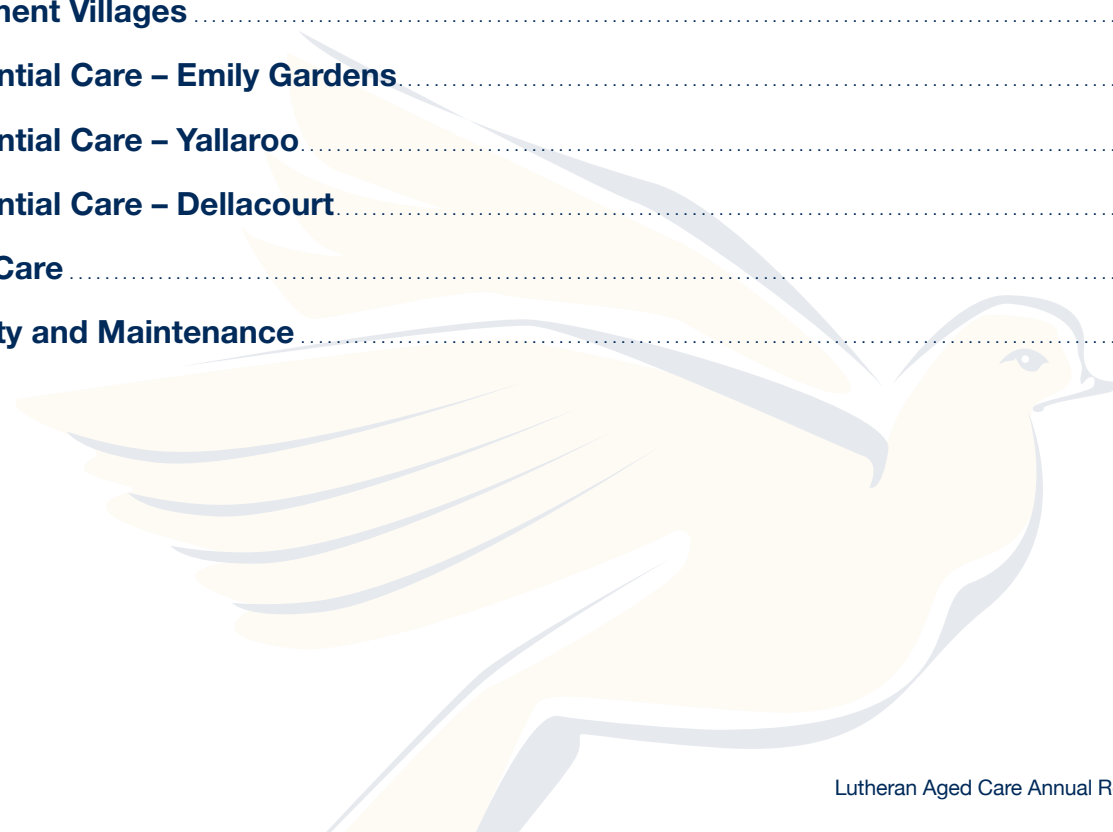


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Mission Vision and Values

Our Vision

Lutheran Aged Care, providing innovative and progressive aged care, health care and wellbeing services – with passion.

Our Mission

Lutheran Aged Care will become the most 'in demand' care provider in our community by delivering excellent consumer-directed care.



Our Values

The values of Lutheran Aged Care s provide the Board, management, staff and volunteers with a touchstone against which individual, team and organisational behaviours can be aligned and measured.

Christian Love & Acceptance

Christian love and acceptance of all underpins all that we do and say

Excellence

Excellence driven in all that we do

Diversity & Inclusivity

Diversity of people and services and inclusivity of all people

Respect & Dignity

Respect and dignity for all with whom we have contact

Professionalism

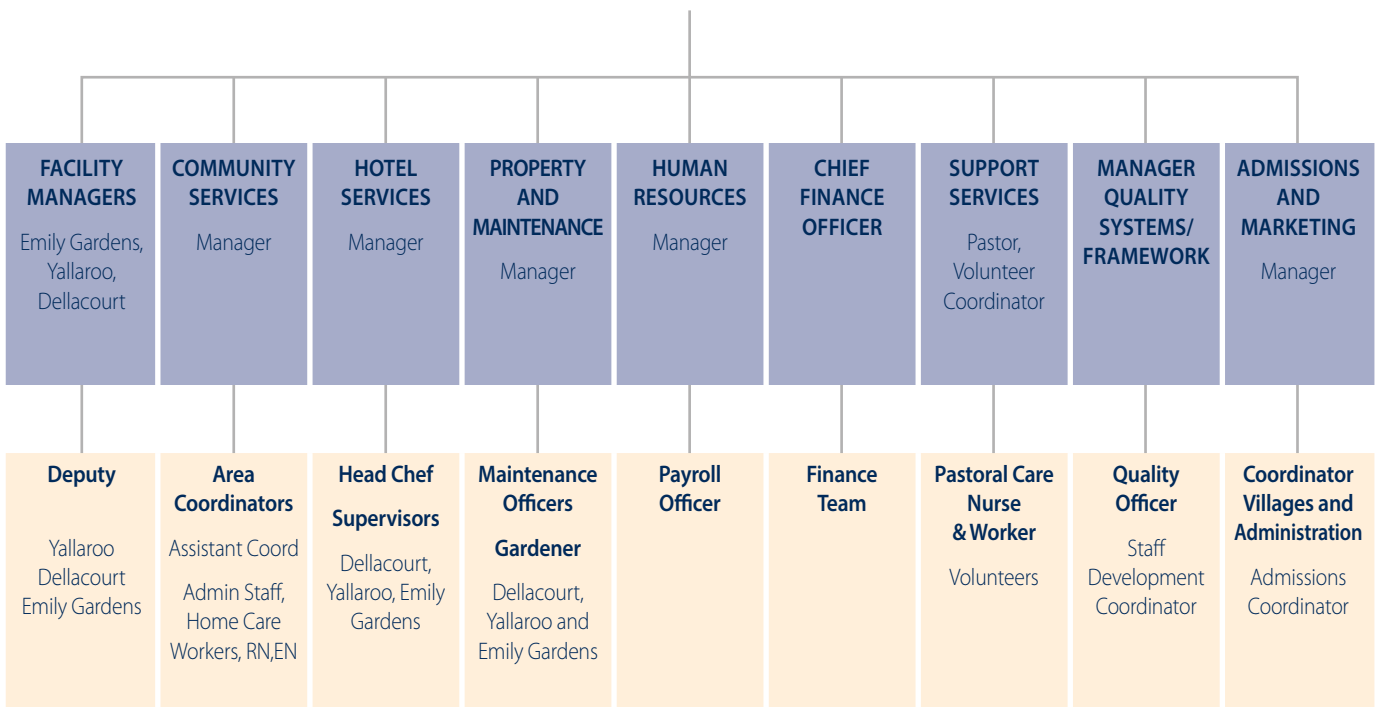
Professionalism in our dealings with people

Honesty & Transparency

Honesty and transparency in all that we do and say

Organisation Chart

Lutheran Church in Australia NSW District Lutheran Aged Care Board of Governance



Board of Directors



HAYDEN BLAESS
Director



PHILLIP EDWARDS
Director & Chairperson



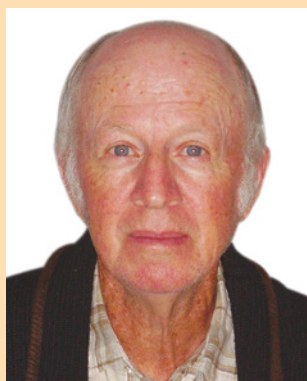
JUDY GRAY
Director



PAUL SCHIRMER
Director



WENDY ROCKS
Director



PHILL COLLINGE
Director



RON ASQUITH
Director

Chairperson Report

Phillip Edwards



The financial year 2016/2017 has been another successful year for Lutheran Aged Care Albury (LACA) in delivering high levels and quality of care plus a strong financial return to reinvest into our services.

These results have been achieved through the dedication and commitment of the Board of Director, our Managing Director Wendy Rock, Directors and staff. I commend to you this report which covers the areas of the mission and ministry of LACA on behalf of the Luther Church of Australia together with the care services delivered on behalf of the Australian Government and our community.

The principal objective of LACA is to provide aged care and other services for people who are aged and frail or are otherwise vulnerable and in need of care. As per our Vision, Mission and Values we seek to do this with passion through innovation and this reports demonstrates those responsible for showing 'Where Love Comes to Life'.

Mission and Ministry

Pastor Ernie Kiss conducted his last service at LACA on 25 December 2016 before going on Long Service Leave (LSL) and retiring to Wodonga on 1 February 2017. Pastor Ernie's contribution over his 8 years of service was performed during a steady growth of residents, clients and staff. To support our mission and ministry, LACA employed a second pastoral assistant Debbie Lieschke who was installed by Pastor Gary Kenny at a regular Sunday service on 4 June 2017. Pastor Gary an emeritus pastor of the LCA has been employed as a locum during our vacancy working three weeks out of four. Pastor John Simboras another emeritus pastor has recently come on board as a locum to fill in during Gary's absences. The Board continues

to work with the Bishop of the NSW District in calling a pastor and we wait on God's guidance as to the future ministry at LACA.

Debbie Lieschke and Angela Uhrhane organised a bi-annual celebration for those who departed this life in the six months to March 2017, with a service conducted by Pastor Gary at Granite Hall, which was well attended by family, friends and members of staff.

The Board have joined with Victory Lutheran College (VLC) in Wodonga to sponsor an African refugee student with an educational scholarship to attend VLC entering at Year 7 and on to year 12. LACA see this as a small measure of reaching out to the community to those with a missional need.

Governance

LACA made changes to its operations by including two executive directors on the Board of Governance to alleviate some of the issues in obtaining qualified or experienced people to oversee the important work being undertaken on behalf of the LCA. These two positions are ex-officio; the Managing Director (MD), Wendy Rocks and Chief Finance Officer (CFO) Ron Asquith. At our 2016 Annual General Meeting (AGM) Ms Leanne Terlich resigned from the Board after over ten years of service. Leanne's strong leadership, values and integrity over many years cultivated a sense of community through her service. We were fortunate in January 2017 to recruit Judy Gray from Jindera who comes from a background in the Australian Taxation Office (ATO) in compliance, customer service and legal advice.

The Board met with Les Stahl of Facilitation Plus in January to contribute to the dialogue on the LCA Aged Care Ministry review. Facilitation Plus provided a favourable report on LACA adherence to good governance covering 122 outcomes; however, there are some issues around our Constitution and funds management that need attention, to

comply with the Australian Charities and Not-for-Profit's Commission (ACNC) interpretations and regulations. LACA submitted its current constitution to Neumann and Turnour (Constitutional) Lawyers to strengthen compliance with the current laws and regulations. This has been resubmitted a second time to address membership of the company to ensure the LCA NSW District has authority for the activities of LACA in legal terms. The first draft was passed to the Bishop and District Administrator in April 2017.

The Board presented an overview of LACA and its work to the District Church Council (DCC) on 24 February 2017 at Yallaroo and continues to strengthen our dialogue with the DCC on the key governance areas of aged care that the District needs to monitor. The Board provides the monthly Director's Book of Reports and Minutes of meetings to DCC which are also uploaded into LCA LAMP system.

In accordance with good governance practice and the LCA Governance Handbook, the Board of Director's engaged a new company auditor for the 2016/17 FY reporting period. The Australian Securities and Investment Commission (ASIC) letter of resignation for the previous company auditor was not registered until 21 September 2016 confirming the change of auditors was a standard business decision.

Regulatory

LACA continues to meet all regulatory inspections and accreditations. Yallaroo was audited by the Australian Aged Care Quality Agency (AACQA) on 9 and 10 May 2017 and accredited against all 44 outcomes on 16 June 2017 under the current inspection regime. Further changes to the inspection regime are pending and these results demonstrate LACA continues to maintain the highest standards in aged and other care services to the frail and otherwise vulnerable

people entrusted to our care. The report can be accessed at: Australian Government AACQA – Yallaroo.

LACA bid for and were successful in Short Term Restorative Care (STRC) x 10 packages which is a new form of flexible care designed to reverse and/or slow the 'functional decline' in older people and improve wellbeing. The STRC can be provided in a home or residential setting for up to 56 days.

Capital Improvement

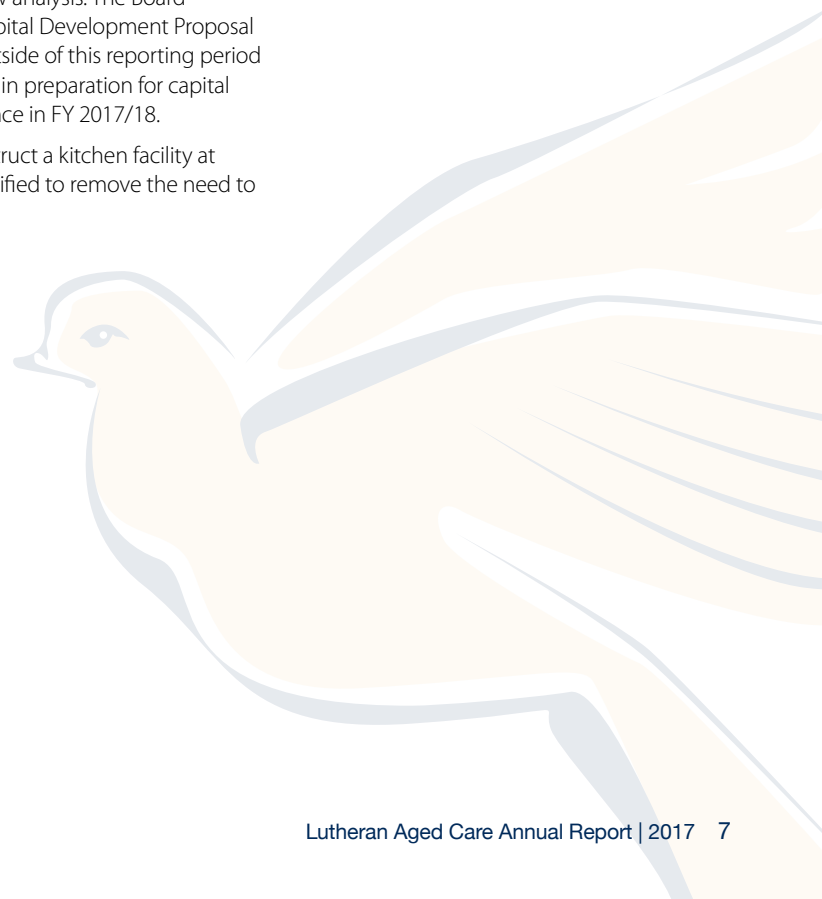
LACA engaged Paynter and Dixon to undertake a review of our infrastructure, facilities and future operations. With contribution from the Board, Management Team and staff this lead to a Capital Expenditure Master Plan (CEMP). One catalyst for the CEMP was the recognition of the age of the Arrunga residential facility as nearing end of life. Consequently the Board and Management Team are considering a major rebuild of this facility supported by a business case and cash flow analysis. The Board submitted the Capital Development Proposal letter of intent outside of this reporting period on 4 August 2017 in preparation for capital works to commence in FY 2017/18.

The need to construct a kitchen facility at Yallaroo was identified to remove the need to

transport food from Dellacourt using taxis and providing a redundancy kitchen service should there be problems with the kitchen at Dellacourt. This is a \$1.25 million project being undertaken by Paynter and Dixon and expected to be completed by September 2017.

Conclusion

On behalf of the Board of Directors I assure the members of the LCA, the Department of Health and Ageing and our partners in the community who support the work of Lutheran Aged Care Albury, that LACA is managed professionally and in accordance with good governance principles. LACA diligently strives to provide spiritual care in accordance with the LCA tag-line 'Where Love Comes to Life'. Equally importantly LACA is committed to providing higher than industry standard quality of care and services with passion through the work of our staff and volunteers.



Managing Director Report

Wendy Rocks



There have been many highlights to the year, which again has seen ongoing and major changes to the Aged Care industry. These have resulted and will continue to result in increased competition, challenge for all involved and will continue to demand 'nimble' and flexible governance and management in residential and home care at every level.

Significant achievements have been made in upgrading the technological infrastructure and software programs at Lutheran Aged Care (LAC) this year. This is vital and ongoing as assistive technology drives improvements in efficiency and in the quality of services delivered to our residents and clients.

LAC's strategic objectives include ongoing infrastructure review and to that end, the organisation is dedicating considerable capital investment over a two year period to ensure that the areas which drive quality for our residents and clients are prioritised in development and upgrading of systems.

We are currently in the implementation phase of installing a food services program that will fully replace paper based systems, and enhance our focus on nutritional and consumer choice menu options, as well as facilitating the output of an increased number of meals which in time will be offered more broadly, to community clients and village residents. Our Head Chef and various food services staff have attended Maggie Beer workshops and catering forums as we endeavour to further enhance our food services to residents.

The introduction of a production kitchen at Yallaroo is part of this over all plan, and we have seen this project completed this year. Yallaroo residents will benefit from the fresh cooking on site, replacing delivered meals from the Dellacourt site.

Other improvements to the technological infrastructure and adoption of the NBN are setting the base for LAC to utilise emerging technologies, especially at the coal face, where we will be adopting hand held devices in conjunction with our recording systems over the next two years.

A given, is that all areas of service delivery continue to be accredited and maintain a high level of quality as evidenced by the various accreditation and food authority reports and in the surveys of residents, clients and staff.

This year we have adopted the Gallup program of surveys and management training, moving away from 'only' industry based programs, with the aim of accessing a larger data base for comparison purposes, and a greater focus on analysis of outcomes and corrective actions where required. Retaining complete objectivity is such an important component of assessing the quality of 'what we do' at LAC.

The Home Care area has been a challenge industry wide; based on the various forums and conferences we have attended and we remain concerned about the system as it currently operates, with all interaction required by consumers to progress through 'my aged care', and the adoption of a national wait list. It is also of concern that the 'freeing up' of the market place by changing the 'owner' of packaged care to the consumer, which is a good and necessary change, has been hampered in that the market place is not in fact a 'free' market place without the Government also dealing with Commonwealth Home Support program which continues to be funded to the detriment of low packaged care options.

However, I commend Management and staff as they have embraced the changes and successfully operated, with the 'Fee For Service' option offered, picking up any reduction in 'Government package' numbers. We have also seen the growth of our Restorative Care program, which was implemented following our success in

gaining these places in the 2016 Government allocations round.

Another highlight of the year has been the engagement with the Lutheran Church of Australia (LCA) in their Aged Care and General governance review work, as they grapple with the implications of their aged care service's stewardship and risk management around the privilege of utilisation of the Lutheran name or brand. It is important work and LAC is pleased to be included and appreciative of the ongoing LCA mission to the elderly and frail.

LAC continues to offer an extraordinary volume of quality training and education to its management and staff inclusive of a robust mandatory and orientation program that enjoyed 100% compliance over the year. Supporting our staff to attend internal and external opportunities, through payment to attend, support through replacement to attend, and support through various means to upgrade qualifications, continues to foster the LAC 'grow your own' philosophy of succession planning, whether that be of leaders, RN's and EN's, or Managers.

You will note, in the Facility reports that residential aged care at LAC is a lively and positive environment. This is at odds with the constant and recent 'press' on this subject and I challenge the common media presentations in their reporting of the residential options in aged care. Unfortunately, the sensational spin that draws attention to the industry for the wrong reasons, is very much part of 'selling' whatever medium in which it is presented and balance is rarely considered or achieved.

Perhaps we, as consumers of media also share the responsibility for such reporting, as clearly, it 'sells'!

LAC has begun the planning and approval necessary for the replacement of the Arrunga part of the Dellacourt building, and it is hoped the actual work will commence during the 2018-19 year. This will be a significant project for LAC, occurring as it does in a time of huge change, particularly in the type of accommodation that may be part of consumer demand.

The staff awards, which have become a regular feature of the end of each year highlight the value of the wonderful LAC staff. The awards are peer voted, with some

exceptions and highlight that our staff care a great deal about their customers, the residents and clients, and perform their role with an appreciation and commitment to the Christian values of LAC. It is significant that, when asked why a staff member may have chosen to work at LAC, it is in the majority that they cite it is because of these values.

A huge thank you to the Management Team who work hard every day to enable the various plans to come to fruition that keep LAC at the forefront of aged care service delivery. Thank you also to the Board for their willingness to remain keenly engaged with the changing legislation and governance requirements, giving of their time and experience to both understand and provide governance and leadership so vital in this high risk work.



Pastoral Care

Angela Uhrhane – Pastoral Care Nurse



I write this report on behalf of the whole pastoral care team. I give thanks to God for placing me here at Lutheran Aged Care as I begin my tenth year of service.

I rely on God's word which tells me in James 1:19 and 22 *"My dear brothers and sisters take note of this; everyone should be quick to listen, slow to speak and slow to become angry... Do not merely listen to the word, and so deceive yourselves. Do what it says."* God also says to love as he has loved, so with God's help and oversight here at Lutheran Aged Care Albury here is a place where "Love comes to life" as chartered by the Lutheran Church of Australia.

Our team consists of Pastor Gary Kenney who came out of retirement this year to support the ministry on a part-time basis since Pastor Ernie Kiss' retirement at the end of 2016; Debbie Lieschke our new part-time pastoral care worker and myself Angela Uhrhane; I have taken on a coordinator role working 4-5 days per week. We complement each other in our roles with Pastor Gary focusing on worship services with some pastoral visiting, Debbie focusing on pastoral care visiting and support and I am concentrating on coordination, education (staff and volunteers) and pastoral care visiting. We also have a small team of pastoral care volunteers who are part of the "Intentional Friendship Program".

Volunteer support is vital in supporting the number of residents that we have over our three sites and the community; we are grateful to have them on board.

The pastoral care team works very closely with other teams at Lutheran Aged Care and we are now accepted as part of the multidisciplinary team that cares for the residents and clients of Lutheran Aged Care. Support is given to residents, their families, staff, volunteers, and board members. The pastoral care team is well supported by management and our Managing Director Wendy Rocks. Wendy Rocks has endorsed our membership with Meaningful Ageing Australia and we now have access to more resources that have been developed for spiritual care of older people.

Each person is a spiritual being regardless of if a person follows a specific faith, with that in mind spiritual care is part of wholistic care, (wholistic is with a "w" as in the word whole). Our core business is care, so spiritual care is an aspect of wholistic care. This year we have implemented the use of The Connecto

Spiritual Screening Tool which uses a visual map for documentation. The tool has been developed by Dr Julie Fletcher and has been adapted for use by Meaningful Ageing Australia. The tool helps staff to connect with the resident on a meaningful level from the initial assessment which can be started on admission. By finding out what is most important for the new resident we can initiate, maintain, or be aware of connections and of what is important to the individual. By educating staff in the use of the tool spiritual care becomes part every staff members care toolbox. This means that clinical and spiritual care can be combined. Clinical symptoms impact on spiritual wellbeing and vice versa.

As we prepare for the New Year 2018 we aspire to continue working as a team supporting each other, the residents, their families, volunteers, staff, management and the board members. We may have a new pastor to join the team in 2018 and he will be welcomed on board to work in and with the current team. With the help of God we will be there to assist people transcend the difficulties of life, celebrate their joys and give glory to God.



Pastoral Care Team L-R Debbie Lieschke, Pastor Gary Kenney, Angela Uhrhane

Volunteers

Kerrie Warburton – Volunteer Coordinator



Lutheran Aged Care (LAC) - Albury was established by volunteers and 57 years on, volunteers continue to play a vital role in the organisation. The following report details the performance of the volunteer program for the 12 months from July 2016 to June 2017.

There are currently 120 active volunteers across the three residential facilities, this number

includes pastoral and worship volunteers and is a slight increase on the previous twelve months. The total hours of service donated by the volunteers is down slightly on the previous year, this decrease is not expected to continue and was largely due to an interruption to volunteer activity at Yallaroo while the new lifestyle program was being established.

During the year, 45 people commenced their volunteer activity. The introduction of new volunteers is erratic, for example 16 new people started in one month. Although, 50% of the current team have been active for more than five years, there is still a very large percentage of new volunteers who are seeking a short-term placement. Having an experienced and reliable volunteer, Christine Walsh, to assist with the administration tasks makes it possible for the Volunteer Coordinator to support the erratic flow and short-term nature of many new volunteers, while still ensuring the organisation's legal obligations are met.

The recently introduced Volunteer Education Day continued to be well attended, with more than 50 volunteers attending one of the four sessions offered throughout the year. Volunteers also demonstrated their desire to

provide excellent service to the residents by attending several other training sessions and workshops throughout the year. These included Meaningful Ageing, Effective Communication, Elder Abuse and Grief and Loss.

Lutheran Aged Care maintained valuable relationships with other volunteer organisations and educational institutions. These include the Companion Animal Scheme and Community Visitor Scheme, volunteers provided by 'Live Better' (formerly Age Concern) and Delta Therapy Dogs, whose wonderful volunteers continue to be sponsored by the Debbie Jesser Memorial Fund.

The residents enjoyed visits from Charles Sturt University, Catholic College, Xavier and Victory High School students. These young people provided much needed intergenerational contact. The students supported many activities, ranging from a keen and competitive weekend game of cards at Yallaroo to physical and emotional support for Arrunga residents to be able to attend church on Sunday.

In addition this year we hosted students from the Flexible Learning Centre and Kandear School. The students were attentive and respectful to the residents. With support from Aidan Kilroy and the Dellacourt Lifestyle team these visits were enjoyable and beneficial for all. Lutheran Aged Care should take pride in the fact that it is able to benefit and provide a sense of purpose to less well off members of the community while still supporting the residents.

To improve site security and ensure LAC continues to meet its legislative requirements, volunteers were issued with photo identification and the Volunteer Handbook was substantially revised and reissued.

The biggest risk to LAC's volunteer program at the present time appears to be the ageing of the Worship volunteers. Many of this long serving and dedicated team are planning to retire at the end of 2017. Being able to attend a worship service is an important activity for many residents. The Pastoral Care team together with the writer are currently undertaking a recruitment program with several local churches to identify suitable replacement volunteers.

The volunteer program has remained relatively stable over the past twelve months despite the changing nature of volunteering. It is important that there continues to be active management of the volunteers which is flexible in its delivery and responds to the needs of residents. The volunteers do respond to and appreciate the support provided by LAC management and the Board.



Finance

Ron Asquith – Chief Financial Officer



A good financial result is when all the things that align with responsible financial management can be achieved without compromising on the level of care provided to our residents.

It is pleasing to reflect on the year and be confident that this has been the case.

Responsible financial management includes everything from improving and maintaining internal control systems, efficient processing of transactions, meaningful reporting, adherence to compliance requirements, understanding the future of our industry and supporting the board with its strategic planning.

Within the financial area it is important that we measure our performance by meeting internal goals with regards to statutory reporting and payments, internal feedback to managers, communicating government reforms and reporting to the Board.

Importantly, our financial position now and into the future is closely tied to our capacity to remain aware of the market in which we operate. For example, existing government reviews waiting for release or government response include:

- Aged Care Legislation Review (The Tune review)
- Bond Guarantee Scheme
- Prudential Legislation
- Report on access to care for supported residents
- Review of ACFI
- Future of Australia's aged care workforce inquiry

Each has financial implications for the industry and we remain confident that Lutheran Aged Care is well placed to manage through this period of change.

The financial information attached to this report provides a snapshot of our operational performance, cash flow and financial position as at 30 June 2017.

A net profit of \$3.32 million (prior to land & building revaluations) has enabled Lutheran Aged Care to reinvest in facilities and maintain a high investment in direct care.

The net profit is in line with the original forecast for the year.

All land and buildings have been revalued resulting in an increase in land values of \$835,000 and a net decrease in building values of \$3.68 million.

Due to changes in home care funding and arrangements, all aged care providers are required to disclose the amount of "unspent funds" as a liability in the statutory accounts for the first time. The impact of this requirement is a reduction in equity of approx. 1.47%.

After applying all revaluations and new reporting requirements against the operating profit, in addition to the unrealised capital gain on managed investments, the resulting net increase in assets for the year amounted to \$486,836.

We have established a strong capital base and the net asset position of \$38.46 million provides "peace of mind" to all residents within residential care and our villages. Valuations are based on the concept of "fair value", which is a market based measurement and in accordance with Australian and International Accounting Standards.

The Board has set key performance indicators to ensure that individual facility results and the overall financial position of the organisation is measured and monitored each month. Performance indicators are drawn from an extensive data base including information from government, peak body and industry surveys; ensuring that our performance is continually tested.

Lutheran Aged Care has outperformed the industry average during the 2017 financial year in the following two key areas:

	Metric	Lutheran Aged Care	Industry Average
Occupancy	% of all beds per year	97.42%	94.64%
EBITDA	Per bed per annum	11,405	8,397

• Industry Average per Financial Performance Survey conducted by Stewart Brown

The combined direct care costs of all facilities (as a percentage of care revenue) was 61.43%, compared to the industry average of 59.00%. This shows that the financial result has been generated without compromising on resources committed to the direct care of our residents.

Quality care consists of numerous factors including direct staff hours, quality and training of staff, equipment, infrastructure, programs, allied health etc. As an organisation we measure these inputs against our peers to ensure that our high quality care is not a subjective statement but is objectively proven.

The result achieved for the 2017 year will be impacted during the 2017/18 year by ACFI reductions and rate freezes, wage increases and other cost pressures. It is estimated that the impact on aged care providers will be significant.

Lutheran Aged Care is not immune to the impact of such changes however we are in a strong financial position and more able than most to work our way through any new industry requirements or changes in direction.

I would like to thank all the managers for understanding the importance of financial management and the need to keep an eye on the future when making decisions.

As always, our financial objective, now and into the future is to ensure we have the resources to provide the highest quality care services with Christian love and acceptance for all.

LUTHERAN AGED CARE ALBURY LTD

Year ended 30 June 2017

FINANCIAL POSITION

The financial position of Lutheran Aged Care Albury Ltd improved during the year by **\$487,000** after applying valuation write downs to the buildings.

The improvement in financial position reflects how net earnings have been applied throughout the year.

Significant items are:

- 1 An increase in cash at bank
- 2 A decrease in current liabilities
- 3 Capital reinvestment of \$891,000
- 4 Write down value of buildings

	2017	2016
ASSETS		
Net cash at bank & cash on hand	20,204,268	16,874,024
Receivables & Stock	520,777	574,847
Property, plant & equip	48,875,832	51,553,766
Managed Funds	716,064	687,101
Other Assets	373,338	153,600
TOTAL ASSETS	<u>70,690,279</u>	<u>69,843,338</u>
LIABILITIES		
Current liabilities & income in advance	1,039,304	1,170,067
Resident Share of Capital Gain	1,738,097	1,815,893
Income in Advance	679,553	144,724
Employee entitlements	1,862,103	1,739,778
Accom bonds & entry contributions	26,910,606	26,999,095
TOTAL LIABILITIES	<u>32,229,663</u>	<u>31,869,557</u>
TOTAL EQUITY	38,460,616	37,973,781

LUTHERAN AGED CARE ALBURY LTD

Year ended 30 June 2017

CASH FLOW

A cash flow surplus of \$3.330 million was achieved during the year.

Cash flow generated from operations during the year was used to:

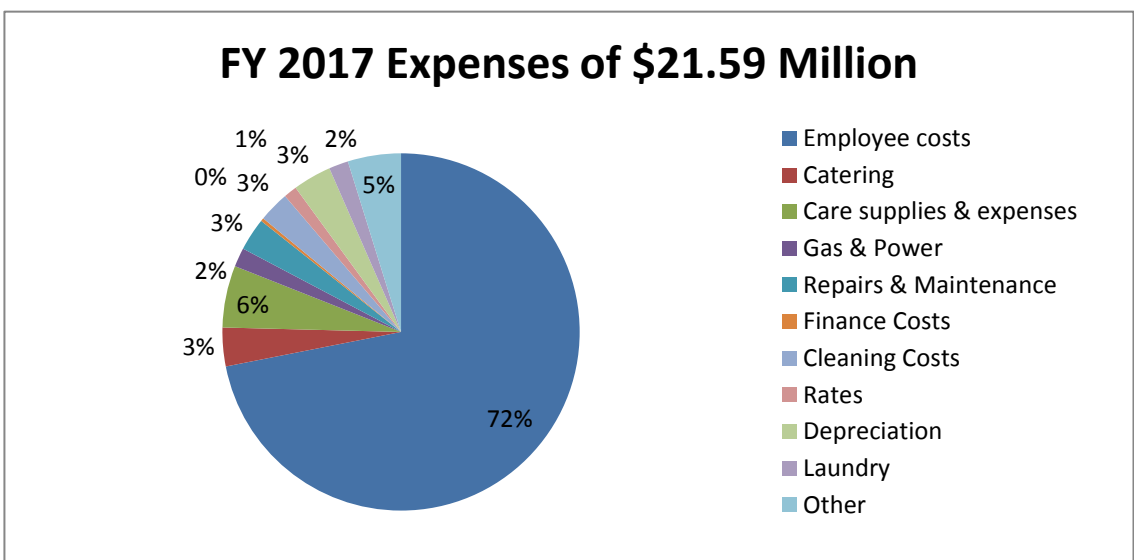
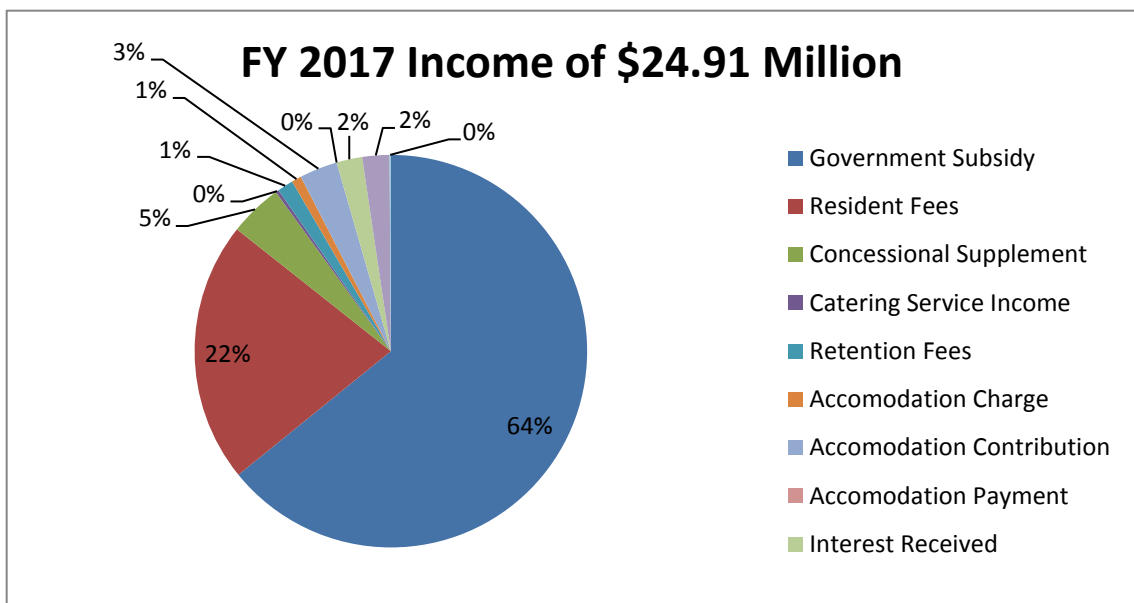
- 1 Pay suppliers and employee wages
- 2 Refund entry contributions and any share of capital gain
- 3 Purchase new plant & equipment
- 4 Upgrade Village Units

	2017	2016
Cash flows from operating activities		
Receipts from operations	25,020,814	24,462,827
Donations Received	97,741	83,851
Interest Received - Bank	526,880	456,617
Entry Contributions Received	76,943	255,000
Payments to Employees & Suppliers	(21,474,343)	(20,245,540)
Borrowing Costs	(65,331)	(216,316)
Net cash provided by operating activities	4,182,703	4,796,439
Cash flows from investing activities		
Proceeds from sale of property, plant & equipment	-	-
Proceeds from sale of investments	18,584	506
Purchase of investments	-	-
Purchase of property, plant & equipment	(831,366)	(339,051)
Purchase of investment properties/improvements	(59,310)	(54,618)
Net cash provided by (used in) investing activities	(872,092)	(393,163)
Cash flows from financing activities		
Net Proceeds/(Payments) from Resident Bonds	243,882	3,398,321
Proceeds from borrowings	-	-
Repayment of Borrowings	-	(3,763,517)
Payment of Resident Share of Capital Gain	(224,250)	-
Net cash provided by (used in) financing activities	19,632	(365,196)
Net increase in cash held	3,330,243	4,038,080

LUTHERAN AGED CARE ALBURY LTD

Year ended 30 June 2017

INCOME & EXPENDITURE



Human Resources



Don Elder



The 2016-17 financial year has been a hectic year within the HR space, as it has been across the organisation, as a whole. Whilst continuing with the normal day to day operations and our ongoing availability of the On-site Early Intervention Program, we undertook a review and shortlisting of a replacement Payroll system and a new Human Resources Information System (HRIS).

The review of shortlisted providers took place in July 2016, just after the completion of the Payroll end of financial year processing for the 2015-16 financial year. The review of the software providers saw us pursue two separate systems. We decided to move away from Attache Payroll and implement a payroll system called HR3. The challenge then became: when? After much deliberation, it was agreed that we would implement the new payroll system around February/March of 2017. This had a variety of impacts for the organisation and staff. Such things as: timing of salary packaging and fringe benefit reporting; two payment summaries, what do we do with Year

to Date figures, moving to a Kiosk and what about paper payslips and so the list went on.

While most of that is academic now, I am pleased to say that the implementation of the new payroll system progressed with little or no obvious impact on staff, other than the removal of paper based payslips. The introduction of the HR Kiosk has assisted with this. Staff were provided with a single Payment Summary (Group Certificate) which contained information from both payroll systems and has enabled them to lodge their tax return with only one document required from us.

The next stage involved the commencement of the broader utilisation of the HR Kiosk and associated HRIS. The population of this system with staff related information was undertaken simultaneously as we progressed the payroll implementation, although commencing with the functionality has taken a little longer than desired.

The first major rollout of functionality for the HRIS was the utilisation of the e-Recruitment module. This is where our advertising of vacant positions can be undertaken direct to our website and all applications managed electronically, with the successful appointments having their data flow through to the payroll system.

The key benefit from this module is that applications can now be handled electronically from application to appointment. This has resulted in less printing of documents and reduced data entry.

The ability to report on our staff data has also improved. More on that below.

We are now focussing on the roll out of the remaining key modules over the coming months. These will include the availability of Forms/ Workflows, Staff Incident Reporting/Recording; Staff appraisals and Learning and Development (as a support to the E-Learning Platform – WL Learning). Watch this space for next year's recap.

Each year I provide a snap shot of our current workforce as at 30 June. This year is no different. As at the 30 June 2017 our workforce looked something like this:

Gender Mix:

10.56% approx. Male (34/322)
89.44% approx. Female (288/322)

Average Length of Service:

4 years 9 months

Longest current serving staff member:

31 years

Average age:

44 years 3 months (M: 47y 7m; F:43y 10m)

Age split:

<25	9.00%	(29/322 – M:1, F:28)
25 – 35	20.80%	(67/322 – M:4, F:63)
36 – 45	19.57%	(63/322 – M:12, F:51)
46 – 60	37.27%	(120/322 – M:10, F:110)
60+	13.35%	(43/322 – M:7, F:36)

Of those staff over the age of 60 (43 in total), 2 of those are over 70 years of age.

At 30 June 2017, our oldest staff member was 71 years 3m old and has been with us for just over 5 years, and is still an active participant in the work force. This is a terrific achievement!

The figures have changed slightly (in terms of mix) compared to last year, with the average age of our workforce remaining fairly consistent, and average length of service steady. Nothing to indicate a significant trend.

Thank you to all our staff for a great effort throughout another year! Finally, I would particularly like to thank our HR/Payroll Officer – Eva, for the diligent work undertaken to help ensure that our change in payroll system was seamless and that no-one experienced a problem with payment, or money not being directed to where it should have been. Thanks Eva!

Hotel Services

Dawn Cerminara



The year under review has been filled with hard work and success, both of which are underpinned by the dedication and commitment of our wonderful staff and volunteers.

The valuable contribution they make to the lives of our residents and their families has been recognised this year through the accreditation process with Yallaroo facility successfully achieving compliance in all 44 of 44 outcomes. We have continued our unblemished record maintaining an A grade food safety rating this

year conducted by NSW food authority for vulnerable persons at Dellacourt, Yallaroo and Emily Gardens sites.

Continuous staff education and training occurring, all hotel services staff completed their online E-learning modules. Food safety supervisors have successfully completed a refresher course to remain certified.

Continuous Improvement is a big part of everyday life, this year there have been ongoing improvements in all areas. Refurbishments to rooms, purchase of new mobile coffee machines, along with the introduction of a monthly breakfast club and monthly birthday celebrations, to name a few.

One of the most fulfilling achievements this year was the commencement of our new production kitchen at Yallaroo.

This year we hosted some special needs students from various schools so that they could complete their placement requirements in hospitality.

The catering staff showcased their baking skills by baking over one hundred and fifty complimentary muffins for the Henty field days, as a thank you to those who visited our information booth during the event.

Our head chef Kym Seary has settled in well having just been in the role for a year now. We have a great team they work not only with their hands but with their hearts, completing day to day tasks with creativity, compassion

and having some fun along the way. Majority of our hotel services staff are multi skilled opening up opportunity to move and work across all sites if and when the need arises.

Customer satisfaction, independence and wellbeing have been a key focus in improving resident nutritional outcomes through innovation in the management of modified diets and finger foods. From Dellacourt resident feedback we implemented a change to meal service times and a fruit run with the morning and afternoon tea rounds.

Events on the calendar such as the New Year, Australia Day, Valentine's Day, Easter and the like are celebrated and catered to as per requirements and accomplished in close coordination with the lifestyle team.

Milestone birthdays of residents and staff awards are also special occasions to celebrate. Our activities program is embraced wholeheartedly by our residents: our Tuesday and Thursday coffee mornings grow bigger every week.

Our Maggie Beer garden project continues to thrive, we have a number of staff now members of the Maggie Beer Foundation which aims to improve food in aged care homes. Kym attended a foundation workshop food for life, one of the highlights being a mystery box challenge. The challenge was a group event with Kym's team taking the win.

We are constantly working with new technology as it is integrated into the organisation, with review of a new kitchen management system underway.

I would like to take this opportunity to thank you all for your valued contributions. Without your enthusiasm, commitment and 'heart' we would not be able to achieve the wonderful outcomes we achieve each and every year.



Quality Systems and Framework

Louise Shields



Building upon the initiatives implemented in the 2015/2016 FY, the Quality Systems Framework function has continued to build an organisational framework for continuous improvement, compliance and education across the organisation.

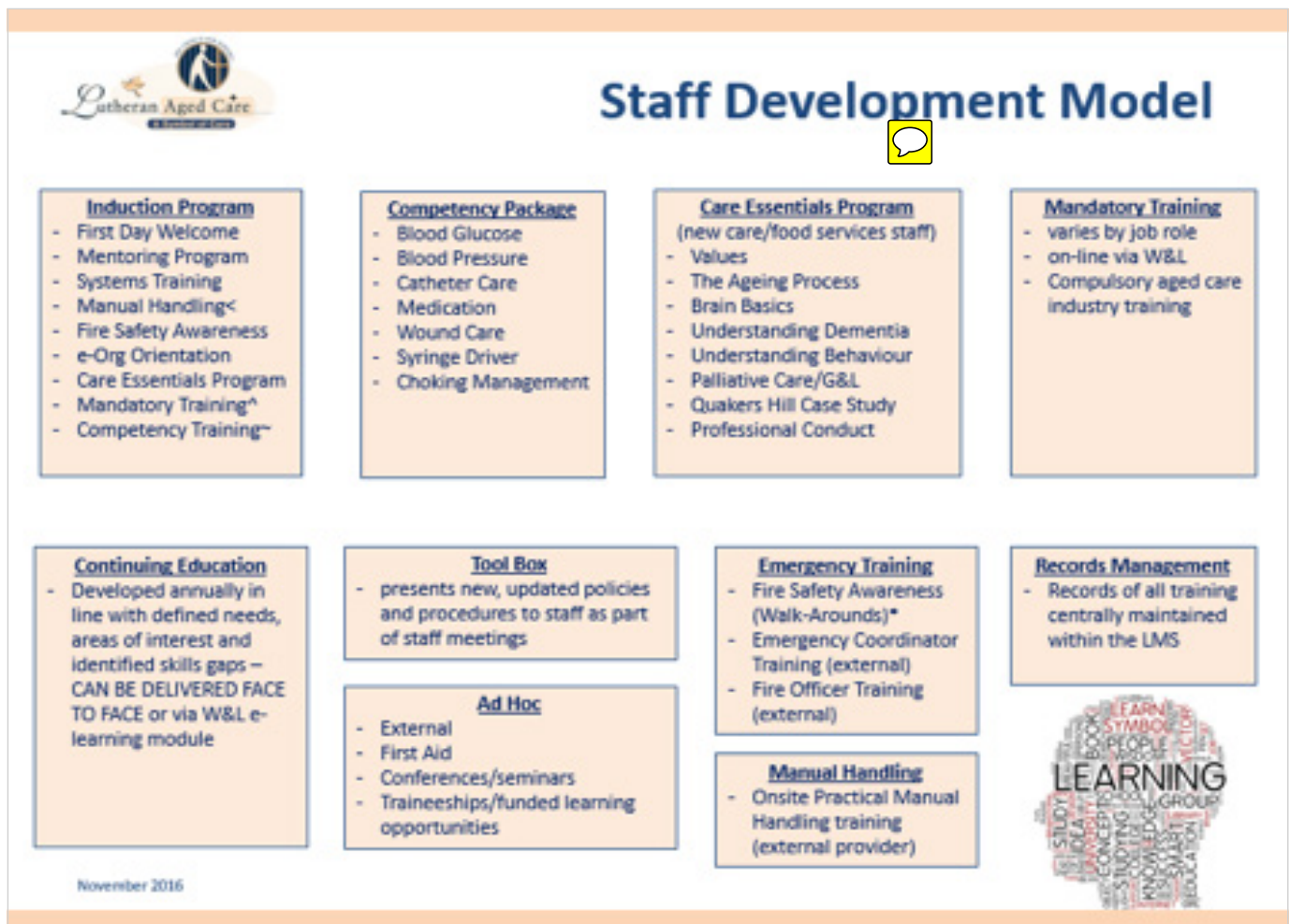
Staff Development

The Staff Development function has successfully achieved a shift from a 'training' based platform to a 'development' based platform that better addresses organisational requirements for clinical education and personal development.

The overarching structure for the function

which was rolled out in January / February 2017 is represented in the image below:

This structure provides a learning framework that ensures and surpasses organisational obligations and elevates LAC as an Employer of Choice in our region. The Clinical Competency Package and Induction Program were developed and introduced during the period in addition to



the outsourcing of targeted Manual Handling Training. Further, the function also introduced several optional learning programs / workshops available for all staff to attend. These include:

- Resilience Workshop
- Elder Abuse Workshop
- Communication Workshop
- Documentation Workshop (specific to residential and community)

All of these programs were developed and are delivered by and for LAC staff.

Training for Volunteers, based on the Care Essentials Package was also consistently rolled out during the year to ensure that, as much as possible, volunteers have a strong foundation for their role at LAC.

The Learning Management System (LMS) has continued in to its second year of operation and is now fully recognised by staff as the primary system for Mandatory Training (taken annual by all staff); Organisational Orientation; and, some modules for Clinical

Education. Significantly, for the first time in organisational history, completion of Mandatory Training was 100% for the 2016 calendar year which is due to the usability of the LMS and the ease of tracking / record keeping afforded by the system.

I would like to congratulate Angela Turnbull, LAC's Staff Development Coordinator, for her diligence and hard work in what has been another year of continuous improvement for Staff Development.

Quality Systems

During the year, the Quality Systems function completed a full set of audits for all residential standards in Dellacourt and Yallaroo facilities. This was supported by the initiative introduced in the previous financial year where the audit process was centralised within the Quality function. Several staff members from across the business were trained in the audit process and the results fed back through Quality Meetings in each location. This provided

invaluable support for the successful Yallaroo reaccreditation process during year.

Reporting and benchmarking tools were assessed during the year and centralisation of reporting within the commenced. In addition, critical business surveys such as Staff Engagement; Resident, Client and Family Surveys were also centralised providing a clearer and more meaningful reporting basis to drive organisational improvements.

The Policy framework continues to be developed and during the year a Policy Review Working Group was formed to provide an ongoing focus on the development, review and roll out of policy throughout the business.

The function has been involved in several IT projects during the period as the organisation reviews its systems capability to ensure best practice and ease of use for staff. Also, the launch of LAC's first intranet, 'Chatline', represents a significant improvement to consistent communication with staff across

the business. The first phase of this project involved the migration of LAC's current business software from a Terminal Services platform to Cloud based in the form of Microsoft Office 365. The second phase involved the development of Chatline as a useful, informative and centralised communication hub for all staff. Chatline also includes a document management function which provides for critical documents such as policies, guides and brochures to be centrally stored and version controlled. Whilst Chatline

is now launched, ongoing development of the site will occur during the coming year which will be supported by further staff training.

The Residential Care brochure and the Home Care brochure were revised and relaunched in a new format using approved images of residents and clients. This improvement presents LAC's services in a professional and consistent format in keeping with marketing standards and style guidelines. Further

reviews of existing marketing material will occur in the coming year.

The Quality Systems Framework team have worked exceptionally well during the year to drive numerous improvements across the business and I am extremely proud of their professionalism and commitment to delivering high quality results every time.

On behalf of Christine Essex, Angela Turnbull and Louise Shields, we are looking forward to another exciting year in 2017/2018.



Admissions and Marketing

Julie Meredith



Lutheran Aged Care is proudly local and has been caring for the community since 1960. Lutheran Aged Care is the name recognised by many as a soundly based quality provider of excellence in Home Care, Independent Living and Residential Aged Care.

Our experienced, qualified and dedicated team provide high quality care and services, making a real difference to people in need. Our care recipients are loved, accepted and supported each day.

As specialists in Aged Care, we understand the importance of communicating with families. Private interviews provide the opportunity to discuss the admission process and financial requirements, making the transition into Aged Care streamlined.

Moving into Aged Care can be a difficult and emotional time for our care recipients and their loved ones. Major changes to the referral and approval process through 'My Aged Care' has been challenging for many, and we have been able to support and accommodate their individual circumstances.

Lutheran Aged Care continues to provide accommodation for financially supported residents.

Over the past 12 months we welcomed 68 new permanent Care Recipients and 128 respite Care Recipients into our facilities.

Sally Hall, Admission /Respite Coordinator working across the three sites has helped streamline the admission processes and support facilities during admission.

Several of our Community clients and Village residents have transitioned into our permanent care. We have had increased numbers of urgent admissions directly from hospital. This year showed an increase of families transferring their loved ones from other Aged Care facilities into our care from as far away as QLD, Cairns, far North Coast, Sydney, Melbourne and surrounding districts.

Lutheran Aged Care occupancy levels remained consistently high during 2016/2017 period, with an average occupancy of 98.21%, which is above the national average.

Monthly Information sessions and tours have received good numbers again this year, offering a greater insight to our services available.

Our high occupancy levels and continuing enquiries ensure we remain the Aged Care provider of choice to many prospective care recipients and their families.

Marketing is an everyday occurrence through our constant interaction with the community and the industry. We do, in addition undertake many intentional marketing initiatives, regular networking to build positive working relationships and promoting Lutheran Aged Care services at various health and senior's expos, local shows and community events. Once again Lutheran Aged Care participated at Henty Machinery Field Days from a promotional prospective, with a number of enquiries. This has been fun and extremely rewarding.

A big thank you to our Admissions and Marketing team for a very successful year, and we look forward to meeting many new Care Recipients and their families and assisting with their transition into care in the coming year.



Retirement Villages

Helen Ashton – Pemberton View & Nicholson Park



It has been a wonderful year as the Independent Living Villages and Admin Service Coordinator, one of the most enjoyable parts being the daily interaction with the Residents of Nicholson Park and Pemberton View, and the privilege of being invited to their Friday night get-togethers.

We completed the refurbishment of the three vacated units at Pemberton View and all have new Residents. They look fantastic and I would like to thank the Maintenance Team for their assistance.

Nicholson Park and Pemberton View continue to have enquiries with most coming from either individuals who know residents within our Villages or through other Lutheran connections.

The Maintenance team have continued to provide invaluable support and assistance to the Residents in both Villages. Thank you all for the wonderful work you do and the Residents and myself would like to acknowledge how beautiful and well maintained the gardens are.

As some of our Village Residents require additional assistance and support services I would like to thank both Julie Meredith – Admissions & Marketing Manager and Emma Williamson – Community Care Manager for their continued support.

Administration continues to review and streamline procedures across all LAC sites. With continual changes in technology it is essential that we are able to provide support and assistance to all throughout Lutheran Aged Care to ensure we utilise current technology for the benefit of all.

There will be changes to the Retirement Villages Regulation as of 1st September 2017 along with movement within the Villages during the coming year.

I would like to thank the Village Residents and Staff for their continued encouragement and support.



Emily Gardens

Carole Heath – Facility Manager



This past year has been calmer.

George (Deputy Manager) left us to pursue his passion in Mental Health, and we are in the process of interviewing and employing a new Deputy Manager.

Two RN's have joined our team as well as several new carers which will help as the care demands of our residents increase. Our main aim is to be as homely as possible and hopefully we fulfill this.

In 2017, we have had two unannounced visits from the Aged Care Quality Agency and I am pleased to say we passed both with no issues. It certainly keeps you on your toes, although I always regard everyday as an unannounced visit day, so there are no surprises when it happens.

The Emily Centre is expanding with seniors' exercise for the community as well as 'our' family of seniors. A lively way to keep in touch with each other, although judging by the laughter that emits from these sessions, I'm not sure how the exercises go. We also have the community sewing club and we are just starting a meditation club. Life in the Emily Centre is busy.

For the residents, we have now changed our exercise program to a more interesting format, alternating with Chair Yoga, physical challenges, as well as 'talking CD's', and as a result more residents are keen to actively

participate. This impacts to lower our rate of resident falls.

We have also commenced a 'Men's Shed', in the Maintenance workshop. We are lucky to have a male volunteer who helps organize this.

As the Rock Show was cancelled last October, we have been working hard in readiness for this October (weather willing). Residents have been busy making and painting; the results are quite spectacular. Several of our residents will travel out to the show to view their entries on display.

Our Christmas decorations for the foyer are all being hand made by residents, this year we are going to have a "white Christmas" display.

Some of our outings include, BBQ at The Rock Hill Reserve, morning tea and lunches at Culcairn Bakery, "Latte Da Coffee Shop", Uranquinty Hotel, McDonalds Wagga, Svyiers Coffee Shop, scenic drives around the local area, including some farm's owned by our residents.

Entertainment this year has included, 'Melody and Cords', 'The Robert Haywood Group', Violinist, Mary Hunt from Albury, singer Donna from Wagga and Judith Durham, a harpist also from Wagga. We are very thankful that

these people come out from Wagga and only charge us for their fuel.

We have recruited only two new Volunteers this year but their services are invaluable.

The 'Vocational School' children visited us and what a lovely group of future Australians they are.

We plan to visit 'The Spirit of The Land' display in Lockhart on 7th October to view the Farm Art Sculptures; this will be of great interest to our in-house farmers.

Pocket and Timmy, our small four legged companions, are in attendance most days and are a real hit. One lady in Corella wing insists Pocket is her baby and sings lullabies to him. Not sure who gains the most from this encounter!

I was very pleased when asked for comments for our brochure that the staff came up with the following;

"At Emily Gardens, we care about our performance. We strive to be professional but we always make room for fun along the way. We recognize, encourage and acknowledge each other's values and contributions to our work environment...which, after all, is the home of our residents. We embrace change and endeavor to anticipate it wherever possible. We welcome and provide opportunities for growth and improvement. We communicate openly, honestly and recognize it all starts with ME."

I think it sums up what Emily Gardens is and what we strive for a Home from Home.



Yallaroo

Jill Campbell – Facility Manager



It has been an exciting year! Much has been achieved by sheer hard work, dedication and commitment by all.

It has been a privilege to lead a resilient team through a year of change, growth and accreditation.

Our continual improvement of systems and processes resulted in Yallaroo achieving accreditation in all 4 Standards with 44 outcomes Met.

Yallaroo is a 60 place high care facility specialising in dementia specific services for our residents and the community. When coming to live at Yallaroo there is so much more to admissions than filling in the paper work.

We become involved and invested from the moment a future resident or family make an inquiry, through to admission. We guide them through red tape; walk them through their choices and into the person centred care model appropriate to their needs.

However the residents outcome is the main focus and to have the privilege to take someone through the journey of aged care is one we gain a lot of satisfaction from.

Providing residents with choice in a home like environment is what Lutheran Aged Care – Yallaroo is all about.

We get to know the resident as an individual, and by offering choice in what care is available, residents needs are individually tailored. Each resident has the opportunity to make a choice about how, when and where and what type of care they receive.

Our care staff and ACFI support staff, Clare Dawson Unit Manager Manoah & Nahum, and Michelle Allen Unit Manager Kiah & Kankama, are to be congratulated on their efforts in ensuring the care needs of our care recipients are captured and documented appropriately.

This has enabled us to ensure staff care hours meet our increasing resident acuity.

Our staff work extremely hard to ensure every day is a residents best day possible. Our Lifestyle and Hotel services team have a non stop calendar of activities and events. We also recognise and value the contribution from our wonderful volunteers who turn up every week and assist us in supporting our programs which enhance our residents quality of life while living in Yallaroo.

Capital works have commenced on the Yallaroo kitchen due to be opened in October 2017. This production kitchen will cook fresh and cater on site for all resident needs in a timely manner. Food is such a journey for many people, and despite the ever changing needs of our care recipient's, good food with a variety of menu options have remained constant.

Our maintenance team "On hand and on time", take pride in how the residents home and gardens look, we could not keep the facility running without you.

Much has been achieved this year. Achievements that are not possible without a visionary Board, a committed leadership team and staff, supportive residents and a giving community. As Manager of Yallaroo, I would like this opportunity to thank you all.



Dellacourt

Sheree Sheridan – Facility Manager



Lutheran Aged Care provides 122 Residential Care beds at the Dellacourt site, including Respite care options. In 2016 – 2017, Dellacourt has had 32 Admissions and Discharges; and a further 96 Respite admissions.

The bed occupancy result for 2016 – 2017 was 97.92%; to maintain occupancy above 95% consistently, as shown by the graph below is a great result and reflects the

demand for beds within Lutheran Aged Care services during what has been a turbulent time for the aged care industry following significant reforms across the industry.



Dellacourt had one unannounced visit from the Australian Aged Care Quality Agency in March 2017; with compliance reported across the four standards during the visit. The visit in March followed on from a visit in early June 2016. These visits validate our standard of care as measured against industry standards and legislation.

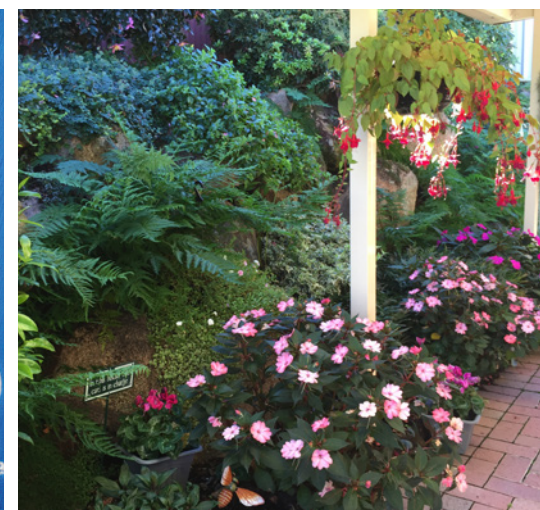
In 2016/17, recruitment and retention of staff has been a strength of Lutheran Aged Care for many years. Employees at Lutheran Aged Care come from all walks in life and have a variety of skills and qualifications that are further supported through the staff development opportunities we offer to employees. In 2016, Dellacourt farewelled Dianne Kern a care staff member who had

served 32 years of service. Dellacourt holds regular Employment Information sessions through out the year to promote employment options and the benefits of being an employee of Lutheran Aged care. This initiative has proven successful with a number of employees recruited through these sessions across the organisation were fitted out with new uniforms. These shirts have provided consistency and a professional approach across the organisation and look very smart.

Lutheran Aged Care has prided itself for many years on the home-like environment of our residential facilities. Modern, well maintained facilities and award winning gardens are features that make residential life comfortable for the care recipients who reside with us. In 2016 Dellacourt said farewell to Larry Turner Property and Maintenance Manager; the beautiful surrounds enjoyed by the care recipients are a testament to Larry's years of dedication to the organisation.

Quality of life supported by a lifestyle program that has seen over 2000 activities and outings conducted for care recipients throughout the year. Aidan Kilroy, Lifestyle Team Leader has developed the Lifestyle programs to ensure care recipients have variety and choice around activities. Aidan and his team are commended for their flexibility and accommodation towards care recipients.

I thank Kate Melbourne, Dellacourt Facility for her support during 2016-2017. Kate has spent four months relieving for me during the year whilst I have completed University placements. I wish to take this opportunity to thank all Residents, Relatives, Staff, Volunteers and External supporters of Dellacourt for their continued support in 2016-2017.



Home Care

Emma Williamson – Manager Community Services



2017 has been an interesting year in the Home Care sector. February 27th, 2017 saw the introduction of the new Home Care reforms, with increased choice for consumers including the ability to change providers and new entrants into the Home Care Market, along with the introduction of a National Wait List, where packages are now assigned by 'My Aged Care'.

The market place has become more competitive and clients are seeking their provider of choice. It is certainly now a business market. The changes have also seen unspent funds when clients discharge, being returned to the Department or if a client transfers to another provider, the funds follow them.

The increasing choice has allowed the Community program to “cross the border” and we have a number of clients who are on Home Care Packages from Wodonga and surrounding areas. It is exciting to be able to venture into new territory and we hope to expand further. We are continuing to seek new opportunities for our ‘Select Care’ program, and continue to work with ‘Care West’ (Compaks), ‘Forrest’, ‘Intereach’, ‘Post-Acute Care’ and the ‘Transitional Care Program’.

We were notified in February that Lutheran Aged Care was successful in gaining Short Term Restorative Care Places (STRC) – we are the only provider in the Riverina Murray area so far, with these places. We were allocated 9 Packages for 2016/2017 and a further place for 2017/2018. The packages are Community & Residential based; however, they are currently only operational in the Community. It has taken some community education in the initial stages but referrals are coming through and clients are reporting successful





outcomes. We have had clients in Cootamundra, Wagga and then closer to Albury and surrounds. Short Term Restorative care aims to reduce the functional decline of people through the interventions of a multi-disciplinary team, over an 8- week period.

The Lutheran Aged Care Home Care program was also successful in obtaining Commonwealth Home Support Program (CHSP) funding for Flexible Respite in the Home. This provides long term carers with the opportunity of a break from time to time.

Community Engagement has been a busy part of the role in 2017 and Louise, Julie and myself attended the Holbrook Healthy Ageing Expo, as guest presenters. It was a wonderful opportunity to promote Lutheran Aged Care. Henty 2017 was another opportunity to promote Lutheran Aged Care and I was able to deliver two presentations on "Accessing Aged Care". Thank you again to Georgia for the work in preparing brochures and packs and to Dawn & Tanya from Hotel Services for once again making muffins.

New brochures for STRC, CHSP, a home care flyer and an updated Home Care Brochure were released, with the assistance of Louise & Georgia. The Lutheran Aged Care advertisement on local radio has been amended to include the Home Care program, as we increase our profile in the Community. Lutheran Community is also engaging with some of the Lifestyle Villages in the district to educate them on how Home Care can be accessed. We have also recently received delivery of our new fleet vehicles – the change in colour and larger logo will make the vehicles more visible out in the Community.

Education continues to remain a focus with staff attending many different programs including Defensive Documentation for RN's, Mental Health First Aid, Dysphagia In-service, Wound Care Management, Spiritual Care and our in-house program of Elder Abuse, Documentation, Resilience and Effective Communication. Some staff have completed the online dementia training through University of Tasmania. I am undertaking the Alpine Valleys Community Leadership program through 2017 / 2018 which is a wonderful opportunity to learn skills such as grant writing, public speaking, community engagement and Leadership. I am also due to complete my Masters in Health Administration in 2018.



Henty 2017



The Community team has continued to work with Julie Meredith and Helen Ashton in supporting our village residents with services, support and provided a transition to Residential Care, within Lutheran Aged Care, for many of our home care clients when their care circumstances have changed. This continuity of care through the organisation is a wonderful aspect of what we do as an organisation.

I would sincerely like to thank my wonderful Home Care team – Nicole and Vickie (and we had the pleasure of Monique covering Long Service Leave) who continue to support our clients in their wishes to remain living at home. Rosanna (who returned from Maternity leave in August) Monique (who relieved in this role) and Marie provide wonderful clinical

care to our clients and the clients from other organisations who require clinical assessments. Annette, Heather, Leanne, Wendy and Shareen build, change and adapt rosters to ensure all our client's services and needs are met. This can prove to be challenging at times and I thank you for your commitment. Charlene provides wonderful finance support in ensuring invoices and budget statements are processed. And a big thank you to Georgia for all the support she gives in an Administrative role – always with a smile on her face.

I would also like to thank the Home Care Workers who are out in the field. The care that is provided to our clients assists them in remaining independent within the Community and your dedication to your roles is greatly appreciated.

Property and Maintenance

Stewart Taylor – Property and Maintenance Manager



The Property and Maintenance team at LAC are responsible for providing a maintenance service and programmed work force for the three LAC sites, Dellacourt, Yallaroo and Emily Gardens.

In the course of each year scheduled services of equipment are performed by qualified contractors. In the past 12 months, we have had a major change in contractors for various reasons. We have expanded our contractor base as to provide LAC with a more efficient coverage when required.

We are still in the process of upgrading to LED lighting throughout our three facilities, which seems to be a never-ending job. During the year we were fortunate enough to be able to purchase a new Test & Tag machine which has made the job so much easier for the maintenance team.

A first for LAC Property and Maintenance team was the introduction of an apprentice, Cassie Hannah has joined the team as an apprentice Horticulturist, which entails a four-year course. Cassie brings a new outlook to our team, she is very outgoing and has been welcomed warmly by the residents as well as the Staff.

Another first for LAC was a trial period of "Going Green" for our food waste at Dellacourt. The trial period provided invaluable information, not only for where our food waste was going, how much food waste was from individual houses to becoming more alert on how to monitor the waste. Looking into more alternatives on how best to convert our food waste into fertiliser will be on our agenda later on in the year.

During the winter months, the gardening team have been busy repairing the irrigation system that was previously dug up when we were in drought conditions to only supply certain areas. Having the irrigation system back to its original layout has provided a fully functioning system providing water to all our gardens and lawns so as to beautify our surroundings and keeping what is expected at LAC.

In closing, on behalf of myself and team we would like to thank all staff and contractors for the continued support and look forward to another successful year.

