

Annual Report 2020/2021



Using our *caring hands* to make
a difference in the community, everyday!

Contents

About Us	4
Our Objectives	5
Our Strategic Goals	5
Chair and Chief Executive Report	6
Board of Governance	8
Southcare Spirit Leaders	12
Our Structure	13
Our Focus Areas	14
Community Care	16
Community Support	20
Community Hub	26
Community Connect	28
Our Strategic Initiatives	32
Our Southcarers	37
Thank you to our Partners	42
Treasurer and CFO Report 2020-2021	43
Financial Report	44



Acknowledgement of Country

Southcare acknowledges the Whadjuk people of the Noongar nation, the traditional custodians of the land on which we stand, and pay our respects to the elders, past and present.

Our Southcare

We can make a difference
in the community, *everyday!*





About Us

Caring hands and an unwavering commitment to make a difference in the community every day is what shapes Southcare and has seen it thrive for almost 40 years. As a for-purpose organisation based in Manning within the City of South Perth, we have helped thousands of customers since 1982.

From humble beginnings by a small and determined group of 20 volunteers helping people in need in the local area with emergency assistance of baby blankets and food hampers, our caring hands today continue this legacy as an essential service.

Southcare's caring hands are held by a diverse collaboration of people, cultures, teams, services, communities, and partnerships, all working together to enhance the quality of customers' lives. Through the provision of support and in-home aged care services, we help them remain independent and comfortable in their own home and community.

We provide a diverse range of Government and community-funded services in aged care, Aboriginal family support, financial counselling, emergency relief, social connection, and community amenities. Southcare leads the community collaboration program,

Engaging Young Leaders on Aged Care and Community Boards, and is significantly re-shaping accessible housing for seniors with its innovative Mankara development.

Our caring hands work with many others to help protect and connect our customers. We partner with other community organisations, foundations and universities for research, resource sharing and collaboration to build the capacity of the aged care and for-purpose sectors.

Further demonstrating the strength of our commitment and acknowledging our rich tradition, the caring hands of volunteers hold a special place in our organisation, assisting us to continue our work as an essential service alongside the caring hands of our operations team. It is proof that we are stronger, together, and on the eve of our 40th anniversary, this sentiment rings ever true.

Our Objectives



Caring community

Assist in developing a caring community in which fellow members care for and help one another.



Caring services

Provide caring services for those who are disadvantaged by age, illness, disability (while at the same time encouraging independence and maintaining function and skills), unemployment, poverty, familial or social stresses.



Volunteers

Bring together volunteers from within member organisations and elsewhere to help deliver appropriate services.



For all

Make these services available to all members of the community.

Our Strategic Goals

Our strategic goals (or 'Caring Hands', as we call them) help us make a difference in our community every day. They are:



Caring Hand
#1

Community Services



Caring Hand
#2

Community Connectedness



Caring Hand
#3

Strategic Growth



Caring Hand
#4

Customer-centric Workforce



Caring Hand
#5

Business Intelligence

"At Southcare, we build *strong* and *caring* communities through meaningful relationships."



Chair and CEO Report

This year saw Southcare ably adapt to manage the ongoing impacts of COVID-19. Our caring hands continued to protect and connect with our customers, our staff, our volunteers, and the community we serve. This was a smooth process, with no interruption to services, and ensuring 100% safety for everyone.

Progress on implementing our digital strategy enabled us to continue to deliver essential programs and services during the three COVID-19 lockdowns that occurred throughout the year. We took this as an opportunity to grow and, in line with our Strategic Plan 2020-2023, every Southcarer was empowered to learn a new skill, deliver a different way of working, embrace technology and remote learning, while still using their caring hands to look after our customers.

Developing the Strategic Plan 2020-2023 started in December 2019. Ad hoc COVID-19 lockdowns meant the Plan was finalised after a face-to-face workshop in August 2020.

This important process involved the entire Southcare Board and senior staff reviewing the Southcare Constitution and evaluating the relevance of the objectives some 39 years later. This 'look in the mirror' exercise confirmed our purpose remains as relevant today as it did all those years ago.

Importantly, the reflective evaluation confirmed the ever-present need to stimulate the development of a caring community, providing services to those who are disadvantaged, bringing together volunteers from the community to participate, and making services available to all members of the community. Southcare's revised

Vision and Purpose carries all the history of our achievements and sets the tone for a robust growth and ongoing delivery of our objectives for the next 40 years.

One example of how Southcare's Constitutional objectives are manifested is the provision of caring services to those who are disadvantaged by age and illness. Southcare is part of the Australian aged care system providing subsidised care and support to older people. This is a large and complex system that includes a range of programs and policies. In early 2019, we made a submission to the Royal Commission into Aged Care Quality and Safety. Some two years later (March 2021), the Commission handed their report to the Federal Government titled 'Neglect'. They made 148 recommendations, many of which (if implemented) will have an impact on how Southcare supports customers. Broadly, amendments will be made to payments from Government to providers and increased obligations on customers to contribute to their care needs. The report highlighted the importance of the workforce in relation to attraction and retention, capacity and capability, qualifications, clinical and allied health, and accreditation. What is disappointing is the subsequent May 2021 budget made no allocation to fund these workforce recommendations.

"Every Southcarer was empowered to learn a new skill, deliver a different way of working, embrace technology and remote learning, while still using their *caring hands* to look after our customers."





"Southcare's revised *Vision and Purpose* carries all the history of our achievements and sets the tone for a robust growth and ongoing delivery of our objectives for the next 40 years."

Attracting and retaining staff remains a critical issue for all aged care and community service providers, and with the internal border remaining closed, there will be a skill shortage which will enable some workers to push for higher wages.

Governance was also highlighted in the report as critical to an organisation's success. Over the past year:

- Tim Davey (Treasurer) retired, and Ashley Dawson was appointed as the new Treasurer.
- Miguel Gomez was appointed Secretary.
- Rebecca Henderson commenced as the Board meeting minute taker.
- Jane Wetherall (a member of the Mankara Development Committee) was co-opted to the Board.
- Katrina Penno, a graduate of the 2020 Emerging Leaders in Governance Program, started a Board Traineeship.

Our sincere thanks to all Board members, staff and volunteers for their continuing commitment and contributions to use their caring hands to lead and serve those in need within our community. This particularly includes the flexibility and collective efforts to successfully implement and work within the ongoing challenges and requirements of COVID-19.

Mr John Dodman
Chair

Dr Nicky Howe
CEO

Board of Governance



Mr John Dodman
Chair

John completed a successful 37-year career in the Banking and Finance industry and held senior management roles from 1990 to 2005. This included working internationally in Hong Kong and interstate, encompassing business banking, corporate banking, credit and risk.

On leaving full-time employment in 2009, John became involved as a non-executive director on several local community organisations, including Foodbank WA's Finance Committee. John has been an active member of Rotary International since 1998. He has been a Southcare Board member for the last nine years and was elected as Board Chair in 2015.



Ms Veronica M Lawrance
Deputy Chair

Veronica is a Public Relations and Marketing professional with extensive experience as a Clinical/Professional Fellow in Cross Cultural Communications, and Public Relations Planning and Evaluation. Veronica has previously held the roles of Executive Manager for Landlink Australia Inc., Director Community Relations, Presbyterian Ladies' College, and Public Relations and Marketing Specialist at Fremantle Cemetery Board. She holds a Master of Philosophy and Bachelor of Commerce.



Mr Tim Davey
Treasurer (July 2020 – October 2020)
Resigned October 2020

Tim was a partner for 20 years in the public accounting firm, Byfield's Certified Practising Accountants, where he worked as a Chartered Accountant, Certified Practising Accountant, Registered Tax Agent, Registered Company Auditor, Public Practice Certificate holder with the Institute of Chartered Accountants, and Director and Company Secretary of many companies, Listed, Public Non-Listed and Foreign Controlled (1985 – 2006). Since retiring from these roles, Tim has been a non-executive director on several not-for-profit Boards.



Ms Ashley Dawson
Secretary (July 2020 –
October 2020)
Appointed Treasurer,
October 2020

Ashley is a Certified Practising Accountant (CPA) and works as an Director at Geers Sullivan and has over 13 years' experience in a public practice. Her key objectives are to maintain the existing client base, as well as grow new business opportunities, manage her team's performance and ongoing development of the practice. Ashley is also a non-executive director for the Dementia Foundation of WA and Coleman's Academy.



Mr Miguel Gomez
Appointed Secretary,
October 2020

Miguel is an independent Management Consultant specialising in business improvement programs to help drive large scale cost savings and improve organisational effectiveness. Prior to this, he was Senior Operations Manager/Acting State Manager, WA & SA for Uber Eats Australia, where he drove business expansions, technology-focused customer engagement projects and managed aspects of Australia and NZ policy work. His current role is business analyst at BGC Australia Pty Ltd, one of the largest private construction and building product manufacturing companies in Australia. Miguel holds a Master of Business Administration in Strategy, and Bachelor of Science in Business Administration with an emphasis on finance.



Mr William 'Bill' Marshall
Director, Chairman Mankara
Development Committee

Bill is the Chief Executive Officer (CEO) at Edenlife (part of the Lester Group), a role he commenced in June 2018 following a fulfilling role at National Lifestyle Villages as Group General Manager – Operations (Chief Operating Officer). In this role, Bill developed a portfolio of lifestyle communities under the Edenlife brand for the well-respected developer and investor, Lester Group. Bill's previous roles include General Manager, Westridge Australia Pty Ltd (part of the BGC Group), CEO, Aspen Communities (part of the Aspen Group of companies) and CEO of SwanCare Group. Bill holds a Bachelor of Health Administration and Postgraduate Certificate in Health Services Management.



Mr Mario Gomes

Director

Mario works as a senior manager at Holyoake in the role of Business Development and Marketing Manager. His key objectives are to develop, implement, promote, and manage corporate programs; promote Holyoake's counselling programs and services; develop strategies to reduce dependence on Government funding; coordinate all social media activity; increase brand awareness; develop and strengthen stakeholder relationships; and contribute to organisational management. Mario has worked in Dubai for Lowe & Partners Worldwide and holds a Bachelor of Arts with honours in Sociology.



Mr Luke Mitchell

Director

Luke works as a Senior Manager, in PwC's Consulting practice where he brings over 18 years' experience in healthcare and healthcare-related industries. His role is to oversee strategic improvement projects for public and private healthcare clients related to transformation, operations, and finance. He is a former clinician and has worked with a range of organisations in management positions as a clinician and delivering projects, both in the UK and Australia. Prior to his role at PwC, Luke was the Chief Medical Imaging Technologist for the Neuroimaging and Intervention Service of Western Australia (NIISWA) as part of WA Health. He holds both a Bachelor of Science (Medical Imaging Science) and a Master of Business Administration.



Ms Jane Wetherall

Co-opted Director, June 2021

Jane is a Director at *With Architecture Studio* a design-led practice committed to delivering distinctive and functional spaces that yield engaging experiences and create lasting value for client and community. Jane brings a combined interest in design and the process of delivering successful architectural commissions to her role. She has worked across a range of projects including educational, science, multi-residential, commercial, and master planning. Jane is involved in projects from inception to completion. She holds a Bachelor of Applied Science, A Bachelor of Architecture (Hons) and is a member of the Architects Board of WA and Australian Institute of Architects.



"I thank all current and past board members for their *commitment and support*, which has so strongly contributed to the positive changes achieved over the past six years."

– John Dodman



**Mrs Ruth Reid, AM CIT WA
Patron**

Mrs Reid is well known for her voluntary work over many decades, supporting community groups and organisations in Western Australia, and includes her time at Government House when Professor Reid AC served as WA's 26th Governor from 1984 to 1989. This year, Governor Beazley presented Mrs Reid with a special 100th birthday congratulatory message, joining family and friends in helping her celebrate her significant milestone.



**Ms Katrina Penno
Board Trainee**

Having written her thesis on the Future of Audiology and being an advocate for online hearing health care and proactive health care, Kat founded the Hearing Collective, an online audiological service providing an alternative to traditionally delivered business models, as well as complementary services. Kat believes in healthy ageing across the lifespan, inter-generational collaborations, and effective communication to enable the best quality of life for all.

**Note from retiring Chair,
Mr John Dodman**

As announced at the 2020 Annual General Meeting, in accordance with our updated Constitution terms, I am retiring in October 2021, which completes my 10-year term on the Board, with six years as the Chairman. This has been both a humbling and very rewarding experience, to be part of a team who have so positively embraced the significant changes necessary to ensure the ongoing viability of Southcare well into the future, and importantly, the capacity to support our customers in the community.

Of course, these necessary changes do not occur without high quality, sustained leadership, and I convey my overwhelming thanks to Dr Nicky Howe, CEO, and the leadership team for their achievements over this time. As regularly discussed, being 'on the bridge' is a substantial responsibility in the face of many challenges and changes we have experienced in the industry and community. Nicky has consistently displayed a premium level of professionalism, commitment, and performance, always seeking positive outcomes for our customers, who are now the benchmark for all that we achieve at Southcare.

I thank all current and past board members for their commitment and support, which has so strongly contributed to the positive changes achieved over the past six years. Also, a big thanks to all the wider team who proudly carry the Southcare badge daily and have shown a positive commitment to supporting their customers.

In closing, I wish my successor, Veronica Lawrence, current Deputy Chair, every success in an ever-changing and challenging industry and environment, which will provide many positive opportunities for the Southcare brand.

Thank you.

Mr John Dodman



Southcare Spirit Leaders

at end of June 2021



Dr Nicky Howe
Chief Executive
Officer



Enda Fahy
Chief Financial
Officer



Kathleen Sutherland
Manager Community
Home Support



Louise Fry
Manager Special
Projects



Suzie Malone
Manager
Marketing



Duncan Edgar
Manager
Community
Services



Mary Cullen-Pike
Manager Human
Resources



Garry Gower
Coordinator of
Aboriginal Family
Support Services



Jodi Johns-Rakich
Quality and Risk
Advisor



Shila Shimkhada
Home Care
Coordinator



Sandy De Vetre
Home Care
Coordinator



Janina Pokucinski
Home Care
Coordinator



**Mariana Gonzalez
Freijo** Home Care
Coordinator



Arif Abdul Mushir
Administration
Officer

Our Structure



Using our *caring hands* to make a difference in the community, everyday!

Our Focus Areas

As an essential service, we care, connect and contribute at all levels of the community.



Community Care

Empowering young at heart to live healthy, vibrant, independent lives at home.

Includes: Community Home Support such as Home Care Packages, Commonwealth Home Support Program, Private and Individual Services, Nursing Services, Palliative Care and Allied Care



Community Support

Helping people regain their independence.

Includes: Financial Counseling, Emergency Relief and Aboriginal Family Support



Community Hub

Creating spaces to connect people to their community.

Includes: Op Shop, Social Centre and Community Centre Venue Hire



Community Connect

Giving back and providing support to our people, community and sector.

Includes: Emerging Leaders in Governance Program, Volunteers, Education / Learning Seminars, Students, Advocacy and Voice (for the voiceless)



Community Care

Commonwealth Home Support Program

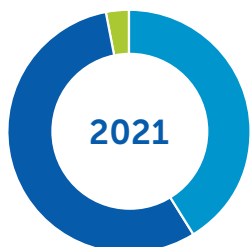
The Commonwealth Home Support Program (CHSP) is based on the philosophy of supporting older people to be more independent at home and in the community, thereby enhancing their quality of life and/or preventing their untimely admission to long-term residential care.

At Southcare, we support people who are over 65 years of age and frail-aged to live independently in their own home and to participate in their local community through supporting them to make social connections that enhance their health and wellbeing. We use a Wellness Approach which maximises the customer's independence and autonomy by helping them to restore and maintain skills to carry out essential everyday activities and improve their quality of life and social participation.

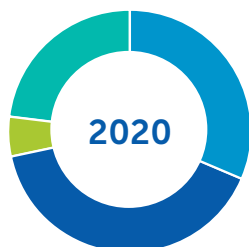
Southcare uses its caring hands to provide the following services to its customers via funding to deliver the CHSP:

- Assistance with meal preparation.
- Personal Care Assistance with showering, self-care, hygiene, and grooming.
- Respite Care for our customers while their carer takes a break.
- Domestic Assistance with basic tasks around the house.
- Home and Garden Maintenance Assistance to keep customers' homes and gardens safe.
- Community transport to attend appointments.
- Social Support Assistance with shopping or social interaction.

Total hours of care delivered by program



- CHSP (35,439)
- HCP (26,214)
- HACC** (1,783)
- Social centre*** (n/a)



- CHSP (32,661)
- HCP (25,814)
- HACC** (4,395)
- Social centre (18,655)



63,436

total hours of home care delivered

↑ **1%** increase*

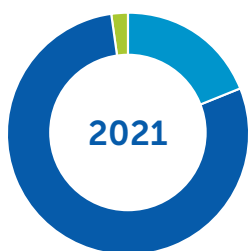


1,108

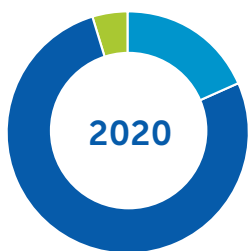
total customers supported at home

↑ **15%** increase

Customer care by program



- CHSP (876)
- HCP (210)
- HACC** (22)



- CHSP (740)
- HCP (177)
- HACC** (43)



210 total home care packages delivered

↑ **19%** increase

*2019/2020 Home Support Hours of Care Delivered = 62,870. ** HACC transitioning to NDIS. *** Social Centre closed in 2021 due to COVID-19 with individual social support delivered.



Empowering the young at heart to live healthy, vibrant, independent *lives at home.*



Home care customer Joy with Community Support Worker Jess at Waterford Plaza

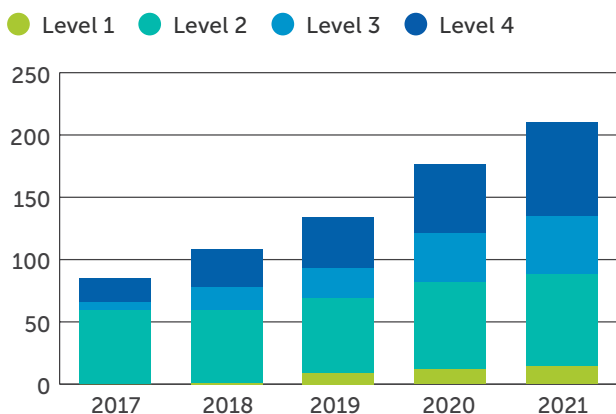
Home Care Packages (HCP)

The Home Care Package Program is designed to support seniors to optimise health and wellbeing in accordance with their needs, goals, and preferences. It also helps them to live safely and independently in their own home. Home Care Packages are coordinated packages of care and services, designed with the customer and or their representative(s) to meet their assessed care needs within the limits of their individual home care budget and funding guidelines. All packages are delivered using a Consumer Directed Care model and in line with the Aged Care Quality Standards.

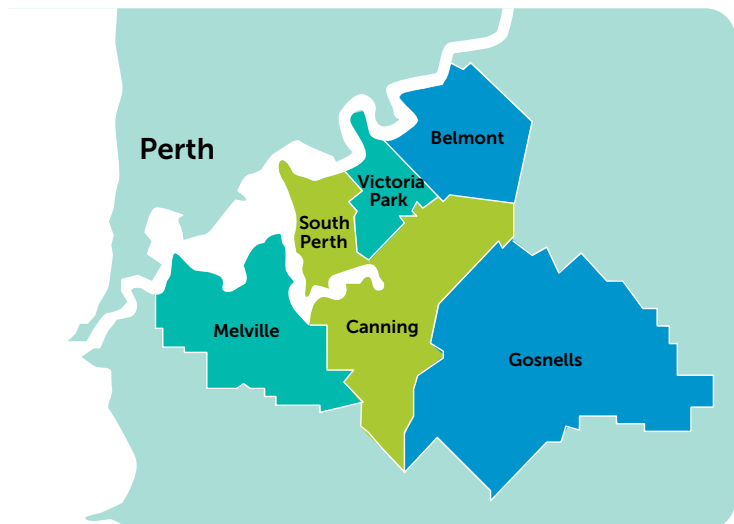
The aim of consumer directed care and the Aged Care Quality Standards is to provide customers with choice and flexibility in the services and supports they can access, and how they are delivered through their package.

As a proactive carer, connector and contributor in the community, our customers are at the core of what we do. This ensures customers play an integral part in all aspects of their care planning and monitoring and that Southcare's service meets the customers' needs, goals, and preferences, including physical, mental, cultural, and spiritual requirements. The customer (and/or their representative) is included in the decision-making process, and in collaboration with the case coordinator, determines the care and services required to meet their needs and to support independent living.

Total Home Care packages delivered by level



Southcare supports people at home in these areas



Social Centre

Regrettably, Southcare's Social Centre closed in March 2020 due to COVID-19. During that time, we took advantage of the temporary CHSP Flexibility Provisions the Government announced and moved funding between service types. This enabled us to provide Individual Social Support to meet the current social needs of our customers. These customers receive regular individualised social support services to minimise the impact of social isolation, especially during lockdowns when local clubs and community centres are closed.

How our caring hands helped these customers

(Names have been changed to protect customer privacy.)

Dana



was struggling when going out for her social support and medical appointments. She has limited mobility due to ongoing medical issues. Southcare arranged (through Dana's Home Care Package) to obtain a travel wheelchair for her. Dana has advised it has made a world of difference and she is able to get around in the community with ease, as she struggled with walking long distances. Dana also mentioned that when the weather warms up, and as she has lovely parks near her home, she is looking forward to being able to go for walks in her local community, as part of her Social Support service. The Support Staff have advised that the travel wheelchair is light, and easy to place in and out of the vehicle and gives Dana a great sense of wellbeing.

Glenda



has been with Southcare since May 2019. She lives alone, with her nearest family member living in Toowoomba QLD, so she relies on Southcare support workers to assist her with her daily living. Staff recently identified that Glenda's mobile phone was faulty, so she purchased a new one. Unfortunately, she had difficulty in navigating the phone's functions which caused some anxiety. Her Care Coordinator visited Glenda and went through the basic functions of the phone. However, Glenda was still not confident, so it was suggested her landline be replaced with two additional handsets – one for the kitchen, one for the bedroom and one next to her recliner in the loungeroom. Further technical issues with her mobile phone arose, so her Care Coordinator and Southcare's Technical Support Representative, visited Glenda and worked through all the issues. Glenda is very happy with her new phone system and is slowly gaining confidence with her new mobile phone. She now feels safe and socially connected.

Ray

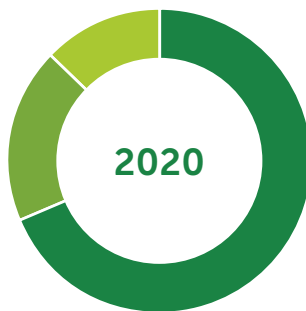
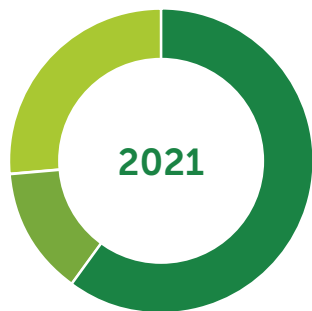


has been a Home Care Package customer of Southcare's since 2020. He is a delightful 83-year-old gentleman who lives with his supportive wife in their own home. Ray worked as a mechanic all his life, so he enjoys doing some home maintenance tasks. However, due to ongoing health issues and slowing mobility, Ray needs support. Ray is very engaged and full of great ideas and loves doing research on different mobility aids. Southcare assisted him with some in-home services, products, and equipment to support him to live independently. This has resulted in Ray receiving assistive technology to maintain his independence, which has included home modifications (ramps, steps, and handrails) and mobility walker, walking stick, wheelchair, and car hoist. Southcare successfully coordinated with Ray and his wife to provide the best care and services. They are very pleased with the outcome and most appreciative of all the support they receive to help them stay in their own home and community.



Community Support

People helped by our Community Support team



- Emergency Relief (869)
- Financial Counselling (198)
- Aboriginal Family Support (379)

- Emergency Relief (1119)
- Financial Counselling (303)
- Aboriginal Family Support (204)



1,446

people regained their independence with the help of our Community Support team this year.

Aboriginal Family Support

Our Aboriginal Family Support service offers information, support, advocacy and referral services to Aboriginal families and single people living in Como, Karawara, Kensington, Manning, Salter Point, South Perth, and Waterford.

Our caring hands:

- Help people manage during difficult times in their life, and work to identify and avoid crisis situations.
- Communicate with Government and community agencies on clients' behalf to protect the rights and needs of their families.
- Help people in times of hardship with necessities, such as food and clothing.
- Assist with housing issues and tenancies.
- Provide moral support so that people can achieve healthy living and educational goals.
- Provide information and referral to specialised services.
- Help people to strengthen their personal and family relationships and community connections.
- Link people to local South Perth Aboriginal Community group, Moorditj Keila, to participate in community events.

We can also assist with:

- Food
- Housing
- Parenting and Relationships
- Financial Counselling
- Eviction
- Clothing
- Social
- Family Violence
- Health
- Legal
- Some Household Goods and Furniture

The community development feature of our service, funded by the City of South Perth, complements working with and assisting clients to work through various issues and crises by offering support and solutions. We support our clients to connect with community support networks and other resources within their communities, either as individuals and families, one-on-one or in clusters such as men's and women's groups.

The program's community capacity building includes working in partnership with the City of South Perth, as well as our former program offshoot, the South Perth Aboriginal community group, Moorditj Keila.

These valued partnerships continue to yield excellent outcomes for the community; not least, our involvement in community dinners at the George Burnett Leisure Centre with the City of South Perth and the HOME Karawara group partners and contributors, including Rotary Club of Mill Point and the Royal Perth Golf Club.

How we used our caring hands this year:

- **Housing** – A customer living in a garage with her two teenage children was supported through various accommodation options including a priority housing application with the Housing Authority. She was also given encouragement and counsel to persist in applying for private housing (even though there was very little chance, due to high demand and hikes in rent prices). Eventually, she secured a safe, three-bedroom unit, much to her delight and gratitude.
- **Practical Skills Development** – More than 20 families were provided with practical skills development to effectively manage their lives through a yard maintenance program. Men’s group participants assisted in activities related to maintaining Housing Authority properties to required standards, i.e., weeding, cleaning, minor repairs, mowing, trailer use, obtaining tip passes, rubbish removal and accessing local waste transfer stations.
- **Life Skills Development** – Three members of the men’s empowerment group, along with City of South Perth staff, successfully completed a traffic management course.
- **Health** – Family members wanting to help a young girl traumatised by having to care for a drug-addicted mother were successfully linked to appropriate mental health services in a country town. The outcome is that other options have cleared the way for the child to attend school in Perth and not carry the burden of remaining in a hopeless situation of caring for and helping her mother.
- **Education** – A student is now successfully enrolled at TAFE due to encouragement and support with an online application for her obligatory Unique Student Identifier, (USI). She also completed enrolment forms and her first resume and was assisted with applying for



Helping people
regain their
independence.



work in the large shopping complex near where she lives. Southcare also helped facilitate a local primary school with a funding application to provide outside school curriculum activities, i.e., homework group. Mothers coordinating the project were grateful for the support and linkage to a new innovative funding option.

Aboriginal Family Support (AFS) acknowledges the Department of Local Government and Communities and the City of South Perth for their ongoing commitment and support of the program. Our appreciation also extends to the volunteers and staff who use their caring hands, working to assist customers at all the various levels of engagement, including emergency relief, reception, and through the Op Shop.

How our caring hands helped these customers

(Names have been changed to protect customer privacy.)

Aboriginal Family Support (AFS)

works collaboratively with school staff to assist students and families whose education is being impacted by issues outside of the school environment. Ms B is a single parent with 12 children, (aged 7-20) – one with special needs. Originally from the Goldfields area, Ms B worked part time as an Aboriginal interpreter at a large hospital in Perth and regularly travelled back to country to visit her partner and other family.

A local primary school contacted AFS to ask if Southcare could engage with and assist Ms B with her special needs child to address medical issues, including ADHD and to encourage her back to school. They also pointed out that Ms B had several secondary school age children who were not yet enrolled.

AFS contacted Ms B and helped her access an ear specialist, enrol the youth at high school and listened to complaints from neighbours and Housing Authority concerns regarding her yard upkeep. Ms B was immediately referred to Derbal Yerrigan Health Service to address the special needs health issues and to gain appropriate referrals to an ear specialist for her child. AFS contacted an Aboriginal Education Worker and referred the teenage children for help with enrolment.

A yard maintenance service by Southcare's Men's Empowerment program was offered (and gratefully accepted) and contact was made with her Housing Service Officer (HSO) to advise of the engagement with our mutual client.

After mowing the yard, we set about removing unwanted items for the recycling station and the mother and one of her sons aged 11 joined in to help. There was a substantial amount of work involved which allowed time to interact with them both. This proved invaluable, because not only did they feel good about helping us, but it also provided an opportunity to share and encourage her to manage her family situation (overcrowding and antisocial behavioural) which was causing issues with a neighbour.

During the clean up, the neighbour and mother discussed the situation and agreed to work together to support and manage the antisocial behaviour. The girls were put on notice and have since toned down their behaviour.

The girls later enrolled in a nearby high school and after her medical issues were addressed, the special needs child re-engaged at primary school. Ms B's accommodation manager is pleased with her tenancy standards, and she is coping much better and working more closely with her HSO to address the over-crowding issues.

A particularly excellent quality bike that had been donated to Southcare was later presented to the boy who had joined in and helped. Months later, at a school assembly, the boy's teacher approached AFS and remarked how well he was doing.





\$31,054

of debt was waived as a result of helping people in financial need

\$20,820,024

of total customer debt for 177 cases

\$117,627

average debt per person

Financial Counselling

As part of the Financial Counselling Network, Southcare is connected to a large network of community services committed to reducing the drivers and impacts of financial hardship.

Southcare's financial counselling service provides free, non-judgemental, respectful, independent, and confidential help to vulnerable families and individuals experiencing financial hardship. Our caring hands empower customers where they have the capacity to deal with their financial situation, or advocate and negotiate on their behalf, when required.

In April this year, Southcare made it twice as easy for customers to obtain free financial support with the appointment of a second financial counsellor. This is due to receiving 12 month funding from the State Government to assist with the financial fallout following the impacts of COVID-19. This marks the first time in our almost 40 years of service where we have two dedicated financial counselling resources.

The caring hands of our financial counsellors:

- Provide support to individuals and families risking disconnection of essential services, such as electricity, gas and water.
- Advocate and negotiate in relation to housing issues (home loans, private landlord, Community, and public housing providers).



- Negotiate with telephone/internet service providers, financial institutions, debt collectors and other creditors.
- Advocate for/provide information about consumer rights, including information about consumer credit and independent dispute resolutions schemes.
- Improve budgeting and negotiation skills.
- Provide information about bankruptcy and early release of superannuation.
- Assist and ensure access to grants, concessions, and entitlements.
- Make appropriate referrals to legal services, emergency relief services and other local services.
- Assist with WA No Interest Loan Scheme applications.

The single biggest issue this year was the negative impact of COVID-19 on reducing the demand for our services. However, the nature and types of cases have increased in the complexity. We saw a spike in requests for assistance, following the lifting of the moratorium on evictions and rent increases for private tenancies, which coincided with a severe shortage of available rental properties.

Noticeably, we saw the majority of Financial Service Providers and utility suppliers being proactive with customers who were financially impacted by COVID-19. This often included providing significant assistance, such as repayment moratoriums and long-term, affordable repayment plans.

Much of our work since COVID-19 has been to inform clients of the assistance and entitlements available to them and guide them through the process of applying for and accessing this assistance. Over the 2020-2021 year, the total presenting debt for our customers was \$20,820,024 at an average of \$117,627 per person for 177 closed cases. This is a stark reflection of the remarkably high level of debt that many households carry in our community, along with the vulnerability they have to adverse changes in circumstances, such as unemployment.

Emergency Relief

Southcare's emergency relief service assists those in the City of South Perth suffering immediate financial crisis by providing food relief, counselling, and moral support.

This year, we helped 948 individuals and families.

This service is made possible with support from Lotterywest, the City of South Perth, The Royal Perth Golf Club, Soroptimist International South Perth, South Perth Lions Club, and individual donations.

Help was provided in the form of:

- Supermarket vouchers to provide short-term assistance to people in need of food.
- Op Shop vouchers empowering customers to choose clothing and household goods.
- Financial counselling to assist people experiencing a financial crisis with emergency relief by helping with payments for essential items, including energy bills, phone bills and rent arrears, where it has been assessed that the household is at considerable risk of disconnection or eviction.

The service typically helps customers in the City of South Perth. However, Southcare also assists those in urgent need from outside the catchment area, often due to there being no service in the area.

Demand for emergency relief was down slightly on the previous year, due partly to COVID-19 restrictions. Government support measures that were available because of COVID-19 (such as increased welfare payments, Jobkeeper payments, energy rebates and access to superannuation release) also contributed to a reduction in people presenting in financial crisis.

A big thank you to our dedicated emergency relief volunteers who use their caring hands to provide skill, knowledge and empathy to deliver a critical service to people who are often experiencing a very significant crisis.



948

individuals and families were helped with emergency relief this year

How our caring hands helped these customers

(Names have been changed to protect customer privacy.)



Mr T presented to Southcare with his son, who was extremely worried about his father's financial position and the effect it was having on his physical and mental health. Mr T was 68 years of age and reliant solely on an Age Pension for his income. After immigrating to Australia some years earlier, Mr T had worked hard in low-income employment. Due to worsening health, Mr T had not been able to work for the past two years. He had little in the way of assets, no superannuation and was living with his wife in a Department of Housing rental property. Mr T had two credit cards totalling \$17,000 with two different major banks. Mr T stated that making the minimal repayments on his credit cards had been a constant battle.

Based on the seriousness of Mr T's health issues, it was clearly apparent he would be unable to earn an income in the future that would enable him to service his debts. The financial counsellor discussed Mr T's available options (including bankruptcy) in detail with him and his son. After consulting his family, it was apparent that due to cultural and religious reasons, bankruptcy could potentially soon cause Mr T substantial issues; he indicated that bankruptcy was his least preferred option.

This being the case, the financial counsellor worked with Mr T to obtain a letter from his treating doctor which outlined the extent of his poor health and inability to work. The financial counsellor then made a request to Mr T's creditors to waive the remaining credit card debts, based on his poor health and inability to pay. Bank A quickly provided a full debt waiver of \$9,000. The other creditor (Bank B), however, indicated that it was not prepared to waive Mr T's debt. After some ongoing negotiation, Bank B agreed that Mr T had no capacity to pay the debt in any way and to make any repayments would place Mr T in significant financial hardship. In this case, Bank B advised that Mr T should cease making payment on his account, and although it would issue a Default Notice on Mr T's account, it would not take any action to recover the debt. Mr T subsequently received a Letter of Demand and a Default Notice from Bank B, which he found concerning. The financial counsellor sought, and was given, an assurance from Bank B that no further recovery action would take place. The financial counsellor was then able to reassure Mr T that he was not about to be made bankrupt and that Bank B had now effectively written off Mr T's debt.

Mr T is now able to manage his finances which has reduced his stress levels due to his improved financial situation. This has assisted with managing his significant physical health issues. Mr T was also provided with information on services he could access regarding his health, including in-home care support.

Ms Z presented as a single parent with five children. She originally arrived in Perth from Iran with her husband who was studying at Curtin University and was in Australia on a student visa. Ms Z's husband abruptly left Ms Z and the five children and moved overseas upon completing his degree, effectively abandoning the family. Ms Z is now on a Bridging Visa and receiving a Status Resolution Support Payment, which is less than Centrelink Jobseeker, while her application for residency is assessed. She resides in a private rental property with her five young children who attend the local school.

Southcare has assisted Ms Z with budgeting and obtaining her entitlements and concessions, as well as linking her to other services who can assist her. Being on a low income and with much of that income spent on rent and food, Ms Z has found it difficult to manage financially. Despite her best efforts, she has on occasion found herself in arrears with rent and utility accounts. Southcare assisted with payments to her arrears to ensure the family is not evicted and she remains connected to essential services.

Community Hub



"Thank you to all the wonderful volunteers who give their time so freely and are passionate about our shop and supporting those in need in our community."

Opportunity Shop

Southcare's Op Shop is managed by a team of dedicated and dynamic volunteers whose creativity has seen the shop donations rapidly increase. The revenue from the shop helps us to support those in need through the provision of emergency relief and fee waivers for seniors experiencing financial hardship, as well as providing the community with a safe and social place to connect.

This year, we opened a dedicated children's section within the OP Shop with items specifically for children and their carers, including clothes, toys, shoes, blankets and nursing and maternity items. This legacy further extends the foundations of Southcare, using the inspiration of the nine baby blankets to help the community on the eve of our 40th anniversary.

Regular sales ensure stock is managed, just as regular calls to the community sees an influx of donated items provided for ongoing assistance, which was particularly important this year with the effects of COVID-19. The shop was closed intermittently during the COVID-19 lockdowns.

Boronia Pre-release Centre for Women Partnership

Boronia Pre-release Centre for Women manages minimum-security female prisoners and their children in a community-style setting. It adopts a forward-looking model that recognises the diverse needs of women in prison. For several years, Southcare has worked with the Centre to enable female prisoners to volunteer to maintain the gardens at the Southcare premises. The partnership is a win-win solution, providing the women ongoing opportunity to be part of a community, whilst helping to keep Southcare's grounds and gardens tidy. This relationship has also been beneficial to the women who have needed help when released with feeling comfortable about asking for a helping hand with small household items and clothes via Southcare's Op Shop. Unfortunately, this year, attendance was intermittent due to the COVID-19 lockdowns.



Jeans
\$4.00

JIMMY CHOO
LONDON

JIMMY CHOO
LONDON



Creating spaces to
connect people to
their community.

Community Connect



2,554
people helped in
the community by...

83
members
of staff

38
volunteers
and

35
community
partners

Our Community Spirit

When **Janet Elder** bequeathed a donation to Southcare, she knew her assets were in good hands. What she could not have known was just how much her bequest would touch the lives of so many Western Australians.

We continue to honour Janet's spirit of generosity by supporting other organisations that are in need. The following are a few of the organisations our caring hands help so they, too, can make a difference.

GLBTI Rights in Ageing (GRAI) is a Western Australian community-based group with a mission to create a responsive and inclusive mature-age environment that promotes and supports a quality of life for older and ageing people of diverse sexualities and gender identities. It is a voluntary group that works actively within the policy and political environment, and they welcome our

support and involvement. Southcare continues to support GRAI by providing pro-bono office space, training and boardroom facilities.

Pets for Older Persons (POOPS) is an organisation that is all about keeping people and pets together, and is as much about human wellbeing, as animal welfare. If age or disability prevents a person from fully caring for their pet, POOPS caters specifically for people over 65 years (or palliative care/disabled people of any age) who have no relatives or friends able to assist in times of pet care needs. Southcare provides pro-bono training and boardroom facilities.

In addition, we share our meeting rooms, community hall, equipment and facilities with Soroptimist International South Perth and Canning, Starick Inc., Penguin Club, 100 Women, Red Hatters, Moorditj Keila, Ontological Practitioners and Western Australian Aboriginal Leadership Institute (WAALI).



GRAI



Western Australian Aboriginal Leadership Institute

Donated denim delivers a deadly deed

A deadly duo is highlighting the “art” in “partnership” and creating greater opportunities for Aboriginal and Torres Strait Islanders.

Through its community connectedness program, Manning-based Not For Profit Southcare has partnered with Deadly Denim who creates sustainable and wearable art and in doing so is raising money to fund ongoing training for Indigenous people.

Southcare’s Op Shop donated a variety of denim clothes to independent fashion co-op Deadly Denim, with the second-hand items being upcycled and sold with monies raised helping the Rhodanthe Lipsett Indigenous Midwifery Charitable Fund.

Southcare Chief Executive Officer Dr Nicky Howe said the partnership shone a light on the power of community to not only help profile the work of Indigenous artists but also create forward-thinking fashion in a circular economy.

“Part of the sale of the upcycled denim directly helps Aboriginal and Torres Strait Islander people qualify as midwives and for them to then remain in the profession,” Dr Howe said.

“We are thrilled to support this cause because we are all about connecting communities and helping people reach their potential. The role midwives play in helping to bring new life into this world is one of life’s greatest gifts and we are delighted to help fund their important training, particularly in an Indigenous setting where funding is often more needed.”

Deadly Denim collaborates with Australian First Nation artists, showcasing their individual designs on digitally and screen-printed fabrics from various Remote Aboriginal art centres. They are then sewn onto the donated denim to create its new life.

“The art is incredibly intricate and colourful and these designs are one-of-a-kind,” Dr Howe said.

“The beauty of this kind of partnership is that it is the City of South Perth residents themselves who are directly helping too.

“The Southcare Op Shop relies heavily on donations from the local community and without their support we simply would not have the denim to donate.”

Deadly Denim launched in October 2018 when they started selling at markets and as the demand for their unique one of a kind creations grew so did they.

“While deadly is not a traditional Aboriginal word, it has been adopted by modern Indigenous Australian culture, and means “incredible/excellent/amazing” and we think these creations are exactly that!” Dr Howe said.





Engaging Young Leaders on Aged Care and Community Boards Program

Emerging Leaders in Governance – 6 February 2021

Now in its ninth year, the Emerging Leaders in Governance Program (ELGP) welcomed 20 new young professionals (under 40 years of age) from a diverse range of corporate, government and not-for-profit backgrounds to complete the program. The participants met and spoke about themselves in front of the community partners and guests. We were also privileged to have Volunteering WA CEO, Tina Williams, speak on behalf of the Community Partners.

With 36 applications for 20 places, this program is highly sought-after by young leaders who share a common passion to use their professional skills to contribute to Board governance within the WA aged care and not-for-profit sectors. Many of these professionals are already skilled leaders in their own field of expertise. This program not only builds on the young leaders' existing skills and knowledge, it also affords them direct exposure to Board executives and leadership coaching and governance training, exclusive to the

not-for-profit sector. This, in turn, supports them to be able to progress to their first community Board directorship. This year's participants emerged from a wide range of professional backgrounds including law, supply chain logistics, finance, research and evaluation, neuroscience, international business, psychology, media, marketing, engineering, business technology, biomedical science, speech pathology, IT project governance, education, clinical research, economics, engineering, audit and assurance.

Part of the requirements of the ELGP is a group project focused on creating a resource for the sector. This year's four groups produced the following resources which are available on the online toolkit section of the program's website: www.youngleadersonboards.com.au.

Tool Kit Contributions

- Vision and Strategy
- Making Decisions on Boards
- Director, Fundraiser, Action
- Behavioural Problems on Boards

All 20 participants graduated in May, and many have since secured a board traineeship or board position.



Giving back and *providing support* to our people, community and sector.

Unconventions

Community partners, Emerging Leaders in Governance participants and other community leaders gathered at *Unconventions* in August 2020 and March 2021 to discuss and explore topical issues in relation to leadership, governance, the aged care and community service sector.

August 2020 Unconvention – Cultivating Exceptional Boardroom Relationships

Held online, this event was our first Global Unconvention which included international, national, and state speakers, brought together to explore how to:

- Build trust, rapport, and respect among board directors within a short space of time.
- Safeguard against 'groupthink'.
- Foster diversity and inclusion on a board.
- Balance being supportive whilst challenging the CEO and navigating such a relationship.
- Developing collective knowledge and wisdom on a board.

March 2021 Unconvention – Advocating for Change

Advocacy and change require advocates, i.e., people who are willing to put themselves on the line for what they believe in. Now more than ever, social sector leaders have had to become more strategic, more collaborative, and media astute to advocate for what they want.

Essential takeaways from this Unconvention included: shifting beyond outrage in long-term advocacy work, and into a space of joy and connection to place; the power of an evidence-based 'influence and inform' approach to advocate; building partnerships and alliances across sectors/organisations; sharing what is important with others, e.g., sharing between the CEO and Chair; showing resilience and commitment when faced with challenges; and everyone having a role in advocacy and change.

State of the Nation – Community Partner Event

In June, more than 40 people joined us for our online State of the Nation where we reported back on our achievements over the past nine years, which included:

- 180 ELGP scholarships offered
- 175 ELGP program graduates
- 118 Board placements
- 38 traineeships
- 21 committees
- 37 community partners

The 2021 Difference Maker Diversity Award winners were announced. We congratulated Kath Snell (Individual Award) and Rise (Organisation Award) for championing diversity on boards.



Our Strategic Initiatives



Community Connectedness – Building strong and caring communities through meaningful relationships

We are cognisant that each community has strengths, and our aim is to build on those by using education as a means of connecting, empowering, and supporting communities. During the year, we secured a Lotterywest grant to deliver a Community Connectedness program that explored social isolation and how it may be exacerbated due to the impact of COVID-19.

Following a series of focus groups and a survey, analysis of data showed social isolation has an impact on increased mental illness, domestic violence, and homelessness. Evidence within the community showed that although there were many different and varied community groups working to address these issues, their ability to market and connect with individuals, and each other, was limited and therefore interaction with each other did not enable collaborations to solve these problems.

One key reason was identified as a lack of a central information hub to facilitate education and knowledge of local resources. Responders also told us they would like quarterly meetings and informal coffee sessions. We are responding by creating a communication and information hub and leading quarterly forums on topics of interest. These connections help make them and Southcare a stronger connected community.



Mankara Open Day



Norma, our first contract for Mankara



Strategic Growth – Strengthening financial viability and sustainability

Accessible Housing for Local Retirees

In line with our Caring Hand #3 – Strategic Growth, we strengthened our financial viability and sustainability this year through progressing accessible housing for seniors.

In line with this strategy, Southcare’s primary objective is to optimise its landholding in Manning through a form of residential development, providing much needed accommodation for the aged and offering opportunity to extend services to aged people living at home. Accordingly, the general scope and intent is that of a quality medium density residential development for the aged, offering a range of accommodation choices within a setting that promotes a keen sense of community. Quality solutions and levels of provision are essential for an increasingly sophisticated housing market for the elderly.

Mankara Development

We made considerable progress this year by:

- Securing an extension to the Development Application Approval (due to COVID-19).
- Developing all marketing material and officially launching the project for sale on 14 December

- Appointing sales agents to assist in meeting sales targets.
- Refurbishing un-used office space into a vibrant display suite for public use.

When complete, Mankara will be a modern, over 55s community in the heart of Manning. It will see both sites on Bickley Crescent (between Pether and Manning Roads) transformed into strata accommodation with 82 apartments – each architect-designed with over 55s needs in mind and in line with the Liveable Housing Guidelines. There will also be community facilities and an on-site café to create a community precinct and apartment lifestyle for local retirees that supports them to keep living well and safely in their own home, whilst remaining linked to the community.

The Project Control Committee

The Southcare Board is the overarching governing body for the Mankara Development. They are supported by a project-management sub-committee chaired by William Marshall. Other members include John Dodman (Chair, Southcare), Dr Nicky Howe (CEO, Southcare), Enda Fahy (CFO, Southcare), Tim Davey, Peter Wylie, and Jane Wetherall.

Consultants to the Project

Consultants engaged in the project include Kevin Chu (Project Manager, TPG), Sheldon Turner (Principal, TPG), Cameron Chisholm Nicol Architects, Bourkes Property, ACTON Projects, Malcolm McGregor (Public Art Coordinator), Anne Neil (Artist), Tony Clarke (Spirit Studio), Ron Acott (Strata Management Plan), Murray Carlton (Strata Survey), Liz Florence (Adobe Strata) and Ralton Benn (GENiuX Group).



Mary, Louise and Ashleigh – HR Hub Project Team



Business Intelligence – Optimising core business functions and performance

Southcare continues to invest in developing and implementing a digital strategy which is founded on the principles of committing to constant innovation and adapting and changing with emerging technologies, so that we can continuously improve our customers' experience.

Our caring hands use technology to:

- Find efficiencies and cost savings.
- Attract and retain quality staff.
- Improve communications within the organisation, with customers, and external stakeholders.
- Provide access to relevant timely and quality information.
- Improve quality of service.
- Leverage from a scalable back-end processing hub.

Our projects this year have included implementing:

- Alyacare Budgeting Model
- Adaptive Business Planning Tool
- New cloud-based Human Resource System, 'ELMO'
- Office 365 Suite
- New Southcare Intranet that creates the front end of our Document Management System

Quality and Continuous Improvement

The Aged Care Quality Standards focus on quality outcomes for consumers and seek to make it easier for consumers, their families, carers and representatives to understand what they can expect from a service. They also seek to make regulation simpler for providers working across multiple aged care services, and encourage innovation, excellence, and continuous improvement. During the year, we continued to assess our policies and procedures against the Aged Care Quality Standards and identified areas of improvement to include in our Continuous Improvement Plan. Our continuous improvement processes are positioning us to meet all the required standards.

How our caring hands help us to continually improve:

- Implementing the ALIS online Aged Care Quality Standards learning platform to facilitate the Aged Care Quality and Safety Commission's educational programs. Southcare uses ALIS to support our staff as part of ongoing professional development. This learning platform can be accessed from any personal computer, laptop, tablet or phone device with an internet connection, making it very suitable in supporting our Community Home Care staff who are out in the community delivering services.
- Implementing Office 365 suite – which included SharePoint Online, a document library that provides a secure place to store files so staff can locate them easily, work on them together, and access them from any device at any time.
- Developing a controlled document library for policies, procedures, and forms.
- Developing guidelines for interpreters for our customers who identify as culturally and linguistically diverse.
- Updating training, including the training matrix and the introduction of ongoing competency and assessment for high-risk tasks, such as medication management and infection prevention.
- Reviewing and implementing a Customer Support Plan that includes the Customer 'In Home' assessment and their care plan.
- Developing and implementing best practice risk assessing tools providing our customers with a holistic assessment of physical, cognitive and wellbeing needs and directing customer funds to services and allied health referrals that address those needs. This involves care coordinators undertaking home visits with our customers to understand their needs, holding workshops, and using role plays to provide a safe environment to work through different scenarios, thus building confidence in team members, developing listening skills and implementing creative problem-solving.



Jodi and Arif – Intranet Project Team



COVID-19 Response Team

COVID-19 Response Team

Throughout the year Southcare has continued to revise and implement our COVID-19 Response Plan particularly in light of the three lockdowns to meet compliance with State and Federal laws. Communication of actions were provided to all staff and volunteers outlining our responses based on lockdown restrictions, vaccination rollouts and changing border restrictions. We continue to refer customer and community members to our website for all the information we have communicated to the community.

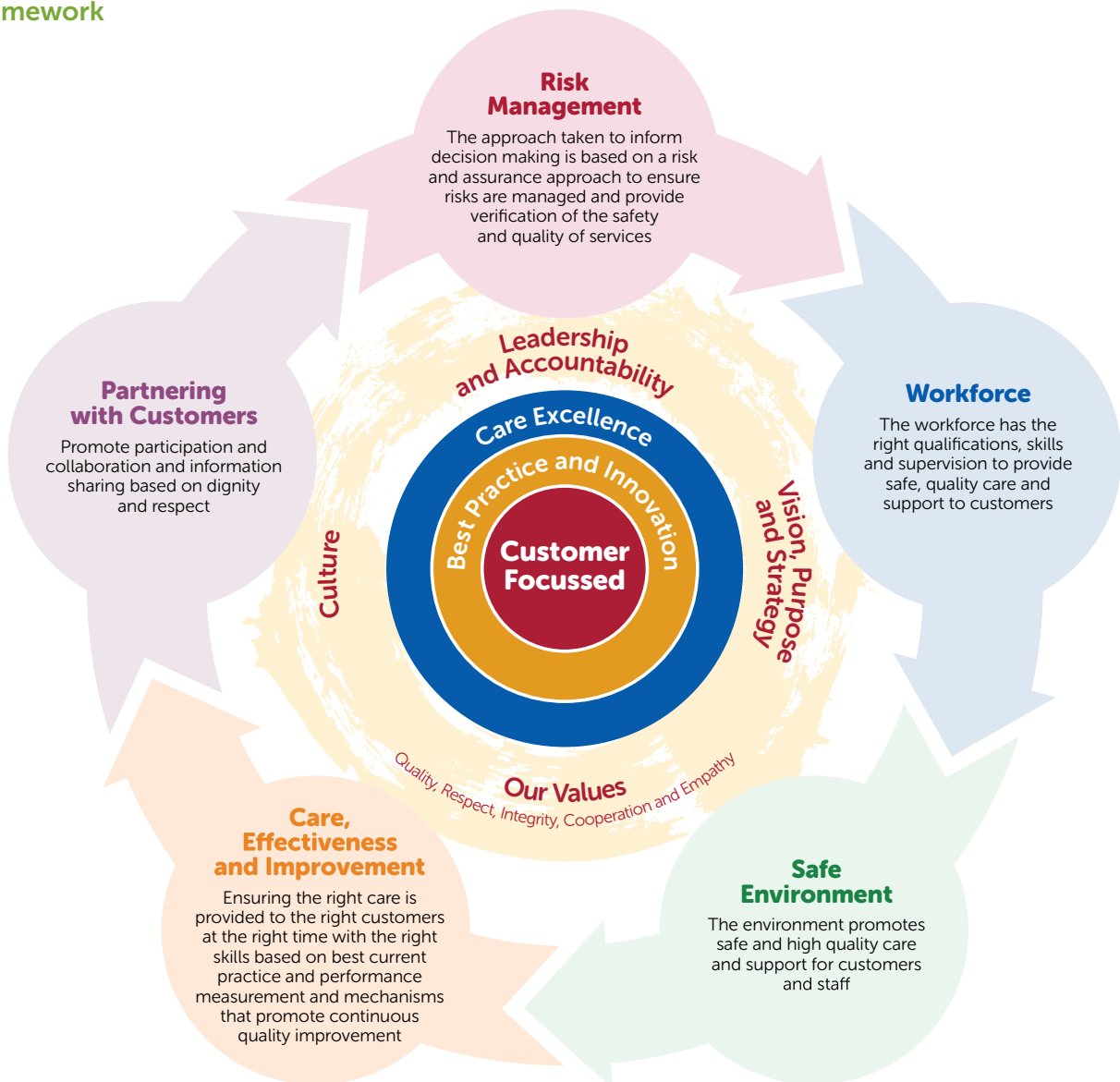


Jodi and Gaye – Quality and Risk Team

Clinical Governance

A key component of our Strategic Plan was to review and enhance Southcare’s Clinical Governance Framework to ensure clinical safety and excellence in quality of care. Our revised Clinical Governance Framework describes the approach Southcare uses to ensure the quality and safety of clinical care for customers. The framework enables everyone working in our aged care service to understand their role, share responsibility and be accountable for ensuring clinical quality and safety. Management reviews undertaken bi-annually form part of the framework and are central to ensuring we meet a high standard of safety and quality of customer care and continuously strive to improve.

Clinical Governance Framework



Our Southcarers



Volunteers gave **5,950** hours of service back to the community



\$285,000 social impact contribution

Embedding the Southcare Values commences with the selection and appointment of people who demonstrate they have a willingness to work in line with our Values.

This continues during induction and is reiterated at probation meetings. Our culture is built on our Values, and staff performance against these Values is assessed annually. These procedures and practices ensure our Values are enacted daily in everything we do, and are the foundation of how we behave with each other, support each other and provide care and services to our customers.

To celebrate the Southcare Values, we hold an award ceremony annually where we recognise and present awards to staff members and volunteers who have been outstanding in demonstrating they are 'Living the Southcare Values'.

We also understand that to have an efficient and effective workforce who are flexible and adaptable to ongoing changes, they need to have continuous learning and development. Job specific training for our home care workers commences on Induction and continues throughout probation. On-going learning and development occurs throughout the year for all staff. Southcare's approach to training is a mixed methodology comprising:

- Face-to-face and on-line training
- Mandatory and non-mandatory training
- Buddy mentoring
- On-the-job training
- Webinars, seminars, and conferences
- 'Lunch & Learn' fortnightly sessions

New this year are our 'Lunch and Learn' sessions, enabling everyone to share ideas and problem-solve together.



COVID-19 infection control training



3,375 total training hours

↑ 63% increase

Staff Training

Training and open discussions at our bi-monthly Home Care Worker (HCW) meetings also assists our HCWs to gain different perspectives from real life customer/lone worker situations.

Feedback from HCWs is that they feel engaged and supported in respect of their training and development, and hence feel confident in providing a quality service to our customers.

All these practices help to develop an engaged workforce, along with remunerating our staff with above the award wages and salary packaging options.

Annual Pulse Survey

An employee pulse survey was developed and rolled out, focusing on four key areas of work environment (from office and remotely), role fulfilment, leadership and communication, and culture. Analysis of the results shows:

- Staff are positive.
- Office teams wanted to continue with flexible work arrangements.
- Business responded well to COVID-19.
- Improvements in leadership and communication, so staff voice opinions, deal with difficult situations and hold people to account.
- Need to set targets to benchmark movement for next annual survey.

Survey snapshot



4 weeks

Survey open
10 Aug – 18 Sept



73 surveys
sent to our people
(ex volunteers)



58%
response rate



86%
Culture satisfaction



65%
Role satisfaction



89%
Recommended

Workplace Safety

Workplace Safety is a major priority for Southcare. Our Occupational Health and Safety Committee is proactive in leading and implementing strategies committed to the wellbeing of our staff and volunteers. During the year, we had two workers' compensation claims and we are pleased to report that both staff members returned to work in full health.

Our Volunteers

Our Volunteers play an integral part in our organisation and each volunteer emanates knowledge and skills that assist our day-to-day operations. We are extremely privileged to have a team of 42 volunteers who use their caring hands in areas including; Board Members, IT Consultant, Op Shop Assistants, Emergency Response, Drivers, General Maintenance, Quality & Assurance, Marketing, and Administration Staff.

Volunteers are also provided with training specific to their roles. We show our appreciation by holding events such as morning teas, recognising volunteer days and acknowledgment at our Annual Awards Ceremony.

"Together We Can through Volunteering" was the theme to celebrate International Volunteer Day 2020. As part of the celebrations, we took several volunteers to a high tea at Parliament House to acknowledge their contribution to Southcare and the local community.

Due to COVID-19 and three lockdowns, our Volunteers were invited to defer their duties to protect their health and wellbeing. During this period, all Volunteers were updated with news bulletins on Southcare and COVID-19 related information.

Once again, we were fortunate to have the Wesley College students help us set up for our Annual Southcare Christmas Party. Several students returned in the New Year to assist with the organisation of additional personal protective equipment in preparation for future possible lockdowns.

Thank you to all our Southcare Volunteers for continuing to use your caring hands to help us continue our essential service work.



Service Award recipients

Southcare Service Awards

In April each year, we acknowledge staff and volunteers who have given over five years of service to Southcare by publicly recognising them and presenting them with a certificate and a new name badge which highlights their years of service.

Service Award Recipients

15 Years

- Julie Ham (Current Volunteer Driver and previous Southcare Board member)

10 Years

- Dr Nicky Howe (Chief Executive Officer)
- Rachel Lukosius (Community Support Worker)
- Young Hong (Community Support Worker)

5 Years

- Enda Fahy (Chief Financial Officer)
- Duncan Edgar (Manager Community Services)
- Lakmini Bandara (Community Support Worker)
- Gavin Broome (Volunteer Driver)
- Sandy Crompton (Volunteer Emergency Response)
- Tim Davey (Board Member)
- Ashley Dawson (Board Member)
- Miguel Gomez (Board Member)
- Peter Moore (Volunteer General Maintenance)

Living the Southcare Values Awards 2021

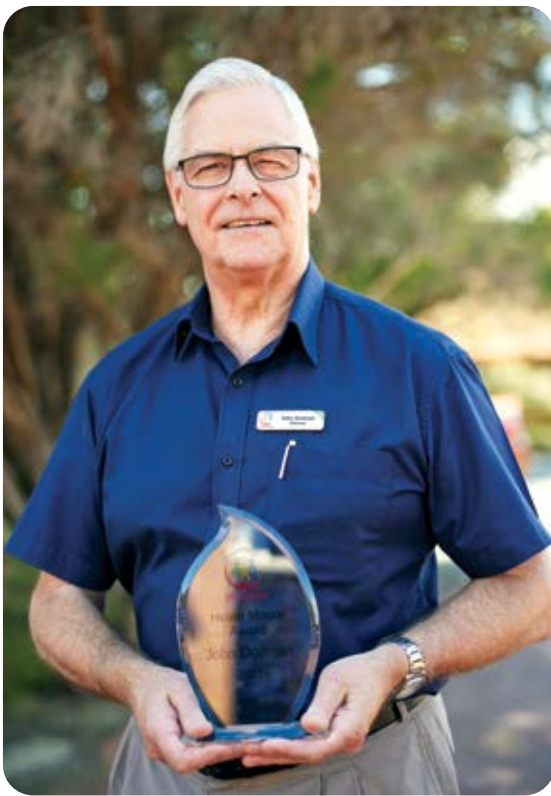
Key foundations in creating and nurturing our culture at Southcare underpin our Values of Quality, Respect, Integrity, Cooperation and Empathy. In developing quality, positive relationships, our focus is to respect everyone around us, show empathy in our everyday work, cooperate, and continue to act with integrity. In April 2021, the following team members were recognised as our Southcare Value Champions:

Helen Moore Leadership and Service Award 2020

Each year, the Helen Moore Leadership and Service Award is presented to a volunteer who has displayed Helen Moore's attributes of Leadership, Trustworthiness, Professionalism, and a Team Player. This year, John Dodman received the award for his outstanding service to Southcare and the community.

John was appointed to the Board of Southcare as the representative from Rotary Club of Como in 2011. Since his commencement, John has embraced his role as a director with exceptional commitment. As such, he was appointed in 2015 to the role of Chair of Southcare.

John's leadership style is to lead by example; he holds himself accountable for his behaviours and when he commits to a task or project,



Helen Moore Leadership and Service Award Winner, John Dodman



Values Award recipients

he always follows though. He manages difficult conversations with respect, listens and considers his responses. John has built a formidable team of directors due to his ability to engage others, seek all views and then presenting a considered decision. He actively takes time to meet with directors external to the boardroom.

John is very trustworthy and has actively worked with the CEO and supported her to achieve Southcare's Vision, Purpose and Values. He is competent in the role of Chair due to his expertise in the role of a Director (Culture/Ethics, Strategy, Performance, Risk, Compliance, Stakeholders and CEO Performance). He is sincere and very involved and has supported the CEO through the good times, as well as the difficult times, and always makes himself available to discuss issues, offer advice, support, and solutions.

He is a team player who provides one-on-one mentoring, advocating and mentoring board trainees. Under John's leadership, seven young professionals have completed a Southcare Board Traineeship. John is a professional who prides himself on presenting himself commensurate of his position; he interacts well with all people at all levels.

John has been instrumental in amending the Southcare Constitution, resulting in Southcare having a skills-based Board. This has seen the development of a Board Director matrix, Board member annual performance reviews, Board meeting reviews, a Board Rotation Policy and undertaking Board succession planning.

John has been a driver of embedding the Southcare Values in all decision-making at Board level, driving organisational strategic planning, risk management and major projects.

John is a connector, uniting people across the community to generate value in terms of funding and volunteer expertise. He is an exceptional Board Chair who has taught us about the need to be customer centric.

We congratulate John on clearly demonstrating the attributes associated with the Helen Moore Leadership and Service Award.

Living the Southcare Values Awards 2020

Key foundations in creating the culture at Southcare are our Values of Quality, Respect, Integrity, Cooperation and Empathy. We understand that to develop quality team relationships, we must respect each other, show empathy, cooperate, and endeavour to do our best by acting with integrity and producing high quality work.



Living the Southcare Values Award Winner (Volunteer) Gaye McCulloch and Dr Nicky Howe



Living the Southcare Values Award Winner (Home Care Worker) Sharon Dawson



Living the Southcare Values Award Winner (Operations) Arif Abdul Mushir

Living the Southcare Values Champion Winners for 2020

Gaye McCulloch – After a career as a Clinical Nurse, Gaye had a desire to volunteer her knowledge and skills to assist Southcare to meet the Aged Care Standards. Gaye took on the role of Volunteer Quality & Assurance and was awarded for her exceptional ability to listen to and respect staff and customer views and situations; her positive attitude in co-operating with and educating staff on clinical governance requirements; and her development and creation of high-quality policies and procedures that improve the clinical care of customers. Gaye worked to develop Best Practice Guidance for management of consumer risks, and she made a significant contribution to addressing Standard 2 and Standard 3 of the Aged Care Standards.

Gaye states, *“For me, volunteering has been incredibly rewarding and I have thoroughly enjoyed making a difference and collaborating with the team at Southcare. It has been a delight to work alongside the team to improve the clinical governance and care of our seniors.”*

Sharon Dawson (Community Support Worker) – Sharon was awarded for her ongoing commitment to demonstrating Southcare’s Values.

When supporting our seniors, Sharon listens to their life stories, where they came from, and what they have been through in their lives. This builds trust, which is the foundation of a relationship and enables her to work alongside the customers, supporting them with the activities they can no longer perform. Sharon says, *“I find it so rewarding to help people feel fresh and clean, have food in their fridge and cupboards, having a cup of tea and, of course, a chat. If I leave a customer’s house and they have a smile on their face, I feel happy.”*

Arif Abdul Mushir (Administration Officer) for his ongoing commitment to listening, respecting, and cooperating with staff in the office, and the community, when providing solutions to their technical issues. He showed tenacity, initiative, and empathy in creating training videos and ‘lunch and learn’ sessions to facilitate high-quality service to our customers. Arif says, *“I enjoy my role as I am able to use the different types of systems in the company and expand my knowledge within these systems. Thus, allowing myself and my team to utilise these to their utmost efficiencies. I really enjoy being part of Southcare as I get a great sense of satisfaction when we contribute positively to our customers and the community around us.”*



Thank you to our Partners

Member for South Perth

Geoff Baker, MLA for South Perth

Funding Bodies

- Department of Health (WA), Home and Community Care (HACC) Program
- Australian Government (Commonwealth) Department of Human Services
- Department of Local Government and Communities (WA)
- City of South Perth
- Lotterywest

Engaging Young Leaders on Aged Care and Community Boards – Community Partners

- Activ Foundation
- Avivo
- Advocate
- Anglicare
- Baptistcare
- Bethanie
- Brightwater

- Chorus
- City of South Perth
- Community Vision
- Edmund Rice Centre
- Foundation Housing
- GRAI
- Hall & Prior
- Holyoake
- Identitywa
- Interchange
- Jackson McDonald
- LASA
- Life Without Barriers
- Linkwest
- Leadership WA
- MercyCare
- Mosaic
- Nulsen Disability Services
- Palmerston Association
- Rise Network
- Rotary Club of Como
- Ruah
- Southcare
- SwanCare
- Uniting WA

- Volunteering WA
- WACOSS
- Wanslea
- YWA
- United Way West Australia

Donations

- Soroptimist International South Perth
- Rotary Club of Como
- Penguin Club
- Local community members – F Brooks and W Barlett

Consultants and Service Providers

- Alicia Curtis, Alyceum Consulting
- Antonia Stampelija, Inspire Consulting
- Ros Mansfield, Food by Ros Catering
- Crowe Auditors
- Gihan Perera
- Bremmar Information Technology
- Belinda Moharich
- Spirit Studio

Treasurer and CFO Report 2020/21

Southcare achieved a surplus of \$251k from operations for the financial year ended 30 June 2021. This result demonstrates how Southcare was able to remain customer-focused and agile when faced with the challenges the year presented. The year centred on delivering year one of the Southcare Strategic Plan, which included organically growing home and community services, further progressing the implementation of our digital strategy, and continuing with the Mankara development. The details of our achievements have been outlined in this report.

The year saw a series of ad hoc lockdowns due to COVID-19 and Southcare continued to seize on the opportunity of focusing on protecting and connecting with our customers, staff, and volunteers. Like all aged care and community service providers, we have continued to incur increased costs associated with the delivery of services. This was due to additional staff training, cleaning, personal protective equipment, and re-engineering of business processes to accommodate staff working remotely.

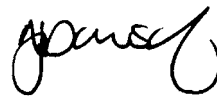
The Federal Government responded to the criticism provided by the Royal Commission about the Home Care Package waitlist and released additional HCPs in March and enabled the flexibility provisions with the Commonwealth Home Support Program (CHSP) to be enacted by providers to cope with the increased demand in personal shopping, welfare checks, social support and the provision of equipment and Assistive Technology. We were given full flexibility to allocate our existing CHSP funds in 2020-21 between the different service types to provide services for emerging customer needs. Due to the ad hoc lockdowns and Government restrictions, the Social Centre remained closed as at 30 June 2021.

Southcare focused on serving customers through CHSP and HCP and we achieved an overall annual increase of 140 CHSP and 35 HCP customers. This positive result was despite a steady increase in the number of competing approved home care providers and continuing increases in the number of people on the national queue waiting to be allocated an HCP.

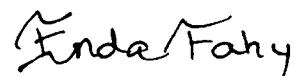
Southcare's cash reserves have increased from the prior year by \$72k. As at 30 June 2021, the total cash reserves were \$7.304M. This, together with the elevated level of net assets currently held, places Southcare in a strong and liquid financial position. Work continues on the Mankara development of 82 aged and dependent strata titled apartments, including the launch of the Mankara sales suite in May 2021.

In June, we received a Women's Leadership Development Program grant of \$473K from the Australian Government Department of Premier and Cabinet to deliver three women-only Emerging Leaders in Governance programs.

We thank all members of the Accounts and Finance team for their valuable contributions in using their caring hands to ensure the accounting and administrative functions continue to be delivered to a high standard.



Ms Ashley Dawson
Treasurer



Mr Enda Fahy
CFO

Southcare Inc

Financial Report

For the year ended 30 June 2021

Board Report

The Board submits the financial report of Southcare Inc for the financial year ended 30 June 2021.

Board Members

The names of the Board Members during the year and at the date of this report are:

- John Dodman – Chair
- Veronica Lawrance – Deputy Chair
- Ashley Dawson – Treasurer
- William Marshall
- Miguel Gomez – Secretary
- Mario Gomes
- Luke Mitchell
- Jane Wetherall – Co-opted

Meetings of Board Members

The number of meetings held during the year ended 30 June 2021 and the number of meetings attended by each Board Member were:

	Eligible Meeting for Board Members	Meetings Attended
Number of meetings held	6	
Number of meetings attended by:		
John Dodman – Chair	6	5
Veronica Lawrance – Deputy Chair	6	6
Ashley Dawson – Treasurer	6	5
William Marshall	6	5
Miguel Gomez – Secretary	6	6
Mario Gomes	6	5
Luke Mitchell	6	5
Jane Wetherall – Co-opted	1	1

Principal Activities

The principal activities of the Southcare Inc during the financial year were the provision of personalised aged care, community and social support services.

Significant Activities

No significant change in the nature of these activities occurred during the year.

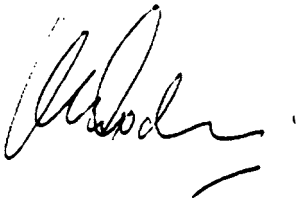
Results

The surplus from ordinary activities is \$250,823.

Auditor's Independence Declaration

A copy of the Auditor's Independence Declaration as required under s.60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* is included on page 70 of this financial report.

Signed in accordance with a resolution of the Board.



John Dodman
Chair



Dr Nicky Howe
Chief Executive Officer

Dated this 26th day of August 2021

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2021

	Notes	2021 \$	2020 \$
Revenue and other income	1	8,558,176	7,410,632
Employee Costs		4,876,943	4,703,375
Depreciation and Amortisation Expense		208,235	199,247
Service Expenditure		2,107,115	1,252,502
Advertising and Marketing		355,364	124,187
Administrative Expense		495,407	455,242
Other Expenses		264,289	341,284
Total Expenditure		8,307,353	7,075,837
Surplus from operations		250,823	334,795
Other Comprehensive Income		-	-
Total Comprehensive Income		250,823	334,795

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Statement of financial position

As at 30 June 2021

	Notes	2021 \$	2020 \$
Current Assets			
Cash and Cash Equivalents	2	1,818,652	1,786,515
Term Deposits	2	5,485,677	5,445,620
Prepayments	3	142,409	115,777
Trade and Other Receivables	3	38,741	83,901
Total Current Assets		7,485,479	7,431,813
Non Current Assets			
Property, Plant and Equipment	4	5,433,234	5,054,112
Investment Properties	6	2,076,382	2,105,185
Total Non Current Assets		7,509,616	7,159,297
Total Assets		14,995,095	14,591,110
Current Liabilities			
Trade and Other Payables	7	365,626	294,663
Employee Provisions	8	607,161	521,001
Unearned Revenue	9	346,786	355,406
Funding Received In Advance		404,714	117,337
HCP Unspent Fund	10	2,138,016	2,409,896
Total Current Liabilities		3,862,303	3,698,303
Non Current Liabilities			
Employee Provisions	8	83,429	94,267
Total Non Current Liabilities		83,429	94,267
Total Liabilities		3,945,732	3,792,570
Net Assets		11,049,363	10,798,540
Accumulated Funds			
Capital Funds		3,125,200	3,125,200
HACC Reserves	11	582,117	562,968
Retained Surplus		6,456,080	6,224,406
Asset Revaluation Reserves		885,966	885,966
Total Accumulated Funds		11,049,363	10,798,540

The above statement of financial position should be read in conjunction with the accompanying notes.

Statement of changes in accumulated funds

For the year ended 30 June 2021

	Capital Funds	HACC Reserves	Retained Surplus	Asset Revaluation Reserves	Total Accumulated Funds
2020					
Balance as at 1 July 2019	3,125,200	553,895	5,847,198	885,966	10,412,259
Adjustment to opening retained earnings on adoption of new accounting standards	-	-	51,486	-	51,486
Net Surplus for the Year	-	-	334,795	-	334,795
Transfer from HACC Reserves	-	9,073	(9,073)	-	-
Balance as at 30 June 2020	3,125,200	562,968	6,224,406	885,966	10,798,540
2021					
Balance as at 1 July 2020	3,125,200	562,968	6,224,406	885,966	10,798,540
Net surplus for the year	-	-	250,823	-	250,823
Transfer to Reserves	-	19,149	(19,149)	-	-
Balance as at 30 June 2021	3,125,200	582,117	6,456,080	885,966	11,049,363

The above statement of changes in accumulated funds should be read in conjunction with the accompanying notes.

Statement of cash flows

For the year ended 30 June 2021

	Notes	2021 \$	2020 \$
Cash Flows From Operating Activities			
Receipts from Customers		8,592,838	8,091,317
Interest Income		17,375	54,798
Payment of Salaries and Wages		(4,801,621)	(4,645,064)
Payments to Suppliers		(3,177,844)	(2,084,143)
Net cash from operating activities	12	630,748	1,416,908
Cash Flows From Investing Activities			
Net Payments for Property, Plant and Equipment		(558,554)	(550,701)
Net Increase(Decrease) in Term Deposits		(40,057)	(46,831)
Net cash used in investing activities		(598,611)	(597,532)
Net increase(decrease) in cash and cash equivalents		32,137	819,376
Cash and cash equivalents at the beginning of the financial year	2	1,786,515	967,139
Cash and cash equivalents at the end of the financial year	2	1,818,652	1,786,515

The above statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the accounts

For the year ended 30 June 2021

Overview

This financial report covers Southcare Inc as an individual entity. Southcare Inc is an association incorporated in Western Australia under the Associations Incorporation Act 2015.

The financial report was authorised for issue by the Board on 26th August 2021.

Basis of Preparation of the Financial Statements

In the Board Members' opinion, the Association is not a reporting entity because there are no users dependent on general purpose financial statements. The financial report is a special purpose financial report that has been prepared in accordance with Australian Accounting Standards of the Australian Accounting Standards Board, the Associations Incorporation Act 2015 and the Australian Charities and Not-for-profit Commission Act 2012. The Board Members have determined that the accounting policies adopted are appropriate to meet the needs of the Association.

These financial statements have been prepared in accordance with the recognition and measurement requirements, but not the disclosure requirements specified by the Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') of AASB 101 'Presentation of Financial Statements', AASB 107 'Statement of Cash Flows', AASB 108 'Accounting Policies, Changes in Accounting Estimates and Errors', AASB 1048 'Interpretation of Standards' and AASB 1054 'Australian Additional Disclosures', as appropriate for not-for-profit oriented entities.

The financial report, except for the cash flow information, has been prepared on an accruals basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. It is presented in Australian Dollars.

New standards, interpretations and amendments adopted by the Association

The Association has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new, revised or amending Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Taxation

The Association is exempt from the payment of income tax pursuant to Section 50 of the Income Tax Assessment Act (1997).

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented in the statement of cash flow on a gross basis, except for the GST components of investing and financing activities, which are disclosed as operating cash flows.

Notes to the accounts

For the year ended 30 June 2021

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the incorporated association's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the incorporated association's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Critical accounting judgements estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets or liabilities within the next financial year are included in the respective note disclosure.

Contingent Assets and Liabilities

The Association did not have any quantifiable contingencies to report for the financial year ended 30 June 2021.

Notes to the accounts

For the year ended 30 June 2021

NOTE 1: Revenue and Other Income

	2021 \$	2020 \$
Revenue with contracts from customers		
Home Care Packages Level 1	77,036	47,386
Home Care Packages Level 2	858,039	664,865
Home Care Packages Level 3	1,072,196	730,562
Home Care Packages Level 4	2,653,106	1,748,375
Financial Counselling Grant	152,448	129,765
Home and Community Care Grant	103,668	162,402
Engaging Young Leaders on Aged Care and Community Boards	171,206	161,502
	5,087,699	3,644,857
Other revenue		
Aboriginal Family Support Grant	101,652	107,839
Community Home Support Grant	2,503,847	2,738,722
Lotterywest Emergency Relief Grant	62,104	92,670
Emergency Relief Donations	-	10,000
City of South Perth Grant	83,742	75,000
HACC Client Fees and Other Revenue	9,745	13,686
CHSP Client Fees and Other Revenue	509,459	450,872
HACC Notional Revenue	-	45,000
Interest	17,375	54,798
Other Revenue (including Op Shop)	182,553	177,188
	3,470,477	3,765,775
Revenue and Other Income	8,558,176	7,410,632

Accounting Policy

Revenue is recognised at an amount that reflects the consideration to which the Association is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Association identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price; allocates the transaction price to the performance obligations and recognises revenue when or as each performance obligation is satisfied.

Revenue from the rendering of a service is recognised upon delivery of the service to the client.

Grant revenue is recognised in the statement of profit or loss and other comprehensive income when the Association obtains control of the grant, it is probable that the economic benefits gained from the grant will flow to the Association and the amount of the grant can be measured reliably. When grant revenue is received whereby the Association incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Notes to the accounts

For the year ended 30 June 2021

NOTE 1: Revenue and Other Income

The Association receives non-reciprocal contributions of assets from the government and other parties for zero or a nominal value. These assets are recognised at fair value on the date of acquisition in the statement of financial position, with a corresponding amount of income recognised in the statement of profit or loss and other comprehensive income.

Fundraising, donations and bequests are recognised upon receipt. Short term interest is recognised as it accrues.

NOTE 2: Cash and Cash Equivalents

	2021	2020
	\$	\$
Cash at bank and in hand		
Unrestricted cash	1,818,652	1,786,515
Total cash at bank and in hand	1,818,652	1,786,515
Term Deposits		
Unrestricted term deposits	5,485,677	5,445,620
Total Term Deposits	5,485,677	5,445,620

Accounting Policy

Cash and cash equivalents include cash on hand, deposits held at-call with banks and other short-term highly liquid investments with original maturities of three months or less.

NOTE 3: Trade and Other Receivables

	2021	2020
	\$	\$
Trade Receivables	42,291	87,451
Less: Provision for Expected Credit Losses	(3,550)	(3,550)
	38,741	83,901
Prepayments	142,409	115,777
	181,150	199,678

Accounting Policy

Trade and other receivables are recorded at amortised cost less any allowance for expected credit losses. Trade and other receivables are recognised when the Association becomes party to a contract and has a legal right to receive cash.

Notes to the accounts

For the year ended 30 June 2021

NOTE 4: Property, Plant and Equipment

Reconciliation of the Opening and Closing Balances of the respective categories of property, plant & equipment is as follows:

	Plant & Equipment \$	Motor Vehicles \$	Freehold Land & Buildings \$	Capitalised costs \$	Total \$
30 June 2021					
Balance at beginning of the year	286,934	117,912	936,180	1,293,086	2,634,112
Additions	36,729	-	24,363	721,939	783,031
Depreciation Expense	(91,728)	(42,834)	(44,868)	-	(179,430)
Disposals and Write Offs	-	-	-	(224,479)	(224,479)
Transfers	-	-	-	-	-
Carrying amount at end of the year	231,935	75,078	915,675	1,790,546	3,013,234
30 June 2020					
Balance at beginning of the year	236,688	160,746	801,566	1,054,021	2,253,021
Additions	9,062	-	2,214	539,425	550,701
Depreciation Expense	(78,371)	(42,834)	(48,405)	-	(169,610)
Disposals and Write Offs	-	-	-	-	-
Transfers	119,554	-	180,804	(300,358)	-
Carrying amount at end of the year	286,934	117,912	936,180	1,293,086	2,634,112

Land and Buildings at Fair Value

	2021 \$	2020 \$
Carrying amount at 1 July	2,420,000	2,420,000
Net fair value increments	-	-
Additions	-	-
Carrying amount at 30 June	2,420,000	2,420,000
Total Property, Plant and Equipment	5,433,234	5,054,112

Notes to the accounts

For the year ended 30 June 2021

NOTE 4: Property, Plant and Equipment (continued)

Accounting Policy

Asset Recognition

Plant and equipment costing greater than \$5,000 and all land, buildings and motor vehicles are capitalised and measured using the cost model.

Depreciation

Depreciable property, plant and equipment and motor vehicles are written-off to their estimated residual values over their estimated useful life using the straight-line method of depreciation. Depreciation rates (useful lives) and residual values are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable assets are based on the following useful lives:

	2021	2020
Buildings	4% to 15%	4% to 15%
Plant and Equipment	15% to 25%	15% to 25%
Motor vehicles	20%	20%

Derecognition

An item of property, plant and equipment and motor vehicle is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Impairment

All assets are annually assessed for impairment at 30 June. Where indicators of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

Significant accounting judgements and estimates

In the process of applying the accounting policies listed in this note, the Association determines the estimated useful lives and related depreciation charges for its assets.

Notes to the accounts

For the year ended 30 June 2021

NOTE 5: Leases

Accounting Policy

The Association has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low value assets. The Association recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

NOTE 6: Investment Properties

Reconciliation of the Opening and Closing Balances of Investment Properties.

	\$
30 June 2021	
Balance at beginning of the year	2,105,185
Additions	-
Depreciation Expense	(28,807)
Disposals and Write Offs	-
Carrying amount at end of the year	2,076,382
30 June 2020	
Balance at beginning of the year	2,133,992
Additions	-
Depreciation Expense	(28,807)
Disposals and Write Offs	-
Carrying amount at end of the year	2,105,185

Accounting Policy

The Association owns four residential properties which are held to earn rentals. Investment properties principally comprise of freehold land and buildings held for long-term rental by the Association. Investment properties are initially recognised at cost, including transaction costs, and are subsequently held at cost less accumulated depreciation and impairment.

Notes to the accounts

For the year ended 30 June 2021

NOTE 6: Investment Properties (continued)

Depreciation

Depreciable investment properties are written-off to their estimated residual values over their estimated useful life using the straight-line method of depreciation. Depreciation rates (useful lives) and residual values are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable assets are based on the following useful lives:

	2021	2020
Investment Properties	4% to 15%	4% to 15%

Derecognition

An investment property is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Impairment

All assets are annually assessed for impairment at 30 June. Where indicators of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

Significant accounting judgements and estimates

In the process of applying the accounting policies listed in this note, the Association determines the estimated useful lives and related depreciation charges for its assets.

NOTE 7: Trade and Other Payables

	2021 \$	2020 \$
Trade Payables and Accruals	147,124	148,224
GST/FBT/PAYG payable	40,942	49,884
Employee entitlements - Wages	177,560	96,555
	365,626	294,663

Accounting Policy

Supplier and other payables are classified as 'Trade Payables and Accruals' and are recognised at amortised cost. Liabilities are recognised to the extent that the goods and services have been received (irrespective of having been invoiced). Supplier and other payables are derecognised on payment.

Notes to the accounts

For the year ended 30 June 2021

NOTE 8: Employee Provisions

	2021 \$	2020 \$
Current Liabilities:		
Employee entitlements – Annual Leave	333,486	289,349
Employee entitlements – Long Service Leave	273,675	231,652
Total Current Liabilities	607,161	521,001
Non Current Liabilities:		
Employee entitlements – Long Service Leave	83,429	94,267
Total Employee Provisions	690,590	615,268

Accounting Policy

Liabilities for 'short-term employee benefits' and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts. The nominal amount is calculated with regards to the rates expected to be paid on settlement of the liability.

Annual Leave and Long Service Leave

The liability for employee benefits includes a provision for annual leave and long service leave. The leave liabilities are calculated on the basis of the employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination. The estimate of the present value of the long service leave liability takes into account attrition rates and pay increases through promotion and inflation.

Significant accounting judgements and estimates

In the process of applying the accounting policies listed in this note, the Association has made assumptions or estimates in measuring the staff leave provisions that have the most significant impact on the amounts recorded in the financial statements.

Leave provisions involve assumptions based on the expected tenure of existing staff, patterns of leave claims and payouts, future salary movements and future discount rates.

NOTE 9: Unearned Revenue

	2021 \$	2020 \$
Unearned Revenue	346,786	355,406
	346,786	355,406

Accounting Policy

Unearned revenue is a liability account that reports amounts received in advance of providing goods or services. When the goods or services are provided, this account balance is reduced and the associated revenue is recognised in the income statement.

Notes to the accounts

For the year ended 30 June 2021

NOTE 10: HCP Unspent Funds

	2021	2020
	\$	\$
HCP – Unspent Fund	2,632,421	2,179,021
HCP – Medicare Receipts Clearing	(539,378)	26,825
HCP – Medical Sub Ledger	44,973	204,050
	2,138,016	2,409,896

NOTE 11: Reserves

	2021	2020
	\$	\$
HACC Asset Replacement Reserve (a)	515,619	497,384
HACC Employees Provision Reserve (a)	66,498	65,584
Total Reserves	582,117	562,968

(a) It is noted that included in the cash balance at 30 June 2021 is \$582,117 (2020: \$562,968). Identified as being cash set aside for future HACC Asset Replacement and Provision Reserves. The cash set aside for this reserve was funded from the HACC recurrent grants received during the year and in previous years.

NOTE 12: Cash Flow Information

Reconciliation of Net Cash from operating activities

	2021	2020
	\$	\$
Surplus for the Year	250,823	334,795
Non-cash flows in the Surplus from ordinary activities:		
Depreciation	208,235	198,415
Changes in assets and liabilities		
(Increase)/Decrease in trade receivables	45,160	(31,222)
(Increase)Decrease in other assets	(26,632)	(9,916)
Increase(Decrease) in income in advance	6,877	766,705
Increase(Decrease) in creditors and accruals	70,963	99,820
Increase(Decrease) in employee provisions	75,322	58,311
Net Cash Flows from Operating Activities	630,748	1,416,908

Notes to the accounts

For the year ended 30 June 2021

NOTE 13: Capital Expenditure Commitments

	2021 \$	2020 \$
Contracts placed for future capital expenditure not provided for in the financial statements	303,704	1,512,872

NOTE 14: Related Parties

Related parties of the Association comprise the members of the Board, the key management personnel of the Association, and parties related to the Association's key management personnel (including close family members and entities controlled by themselves, their close family members or jointly with close family members).

Giving consideration to transactions entered into during the reporting period by the Association, it has been determined that there are no related party transactions requiring disclosure.

NOTE 15: Economic Dependence

The Association is dependent on the Australian Government (Commonwealth) Department of Health and Department of Social Services and Department of Health (WA) for the majority of its revenue. At the date of this report the members of the Board have no reason to believe that these parties will not continue to support the Association.

NOTE 16: Contingent Liabilities

The Association is required under various programs and funded projects to carry out various activities and report to the funding bodies on the achievement of stated KPI's. In some instances, not all the contractually agreed activities has been achieved and or surpluses have been achieved hence there exists the possibility that future funding may be reduced. Not all such determinations and resolutions by funding bodies are expected to be fully confirmed and or advised until after the completion of the 2021 financial reports. If such events do occur the financial impact will be recognised in the next year's financial report.

NOTE 17: Events After the Balance Sheet Date

The impact of the Coronavirus (COVID-19) pandemic is ongoing and it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

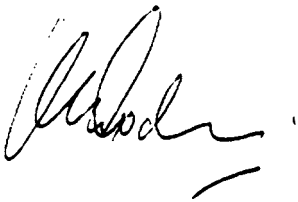
No other matter or circumstance has arisen since 30 June 2021 that has significantly affected, or may significantly affect the Association's operations, the results of those operations or the Association's state of affairs in future financial years.

Statement by Members of the Board

In the opinion of the Board of the Southcare Inc (the Association):

- 1 The financial statements and notes that are set out on pages 48 to 65 are in accordance with the Australian Charities and Not-For-Profits Commission Act 2012 and the *Associations Incorporation Act 2015*; including
 - i. Presenting fairly the Association's financial position as at 30 June 2021 and of its performance for the financial year ended on that date; and
 - ii. Complying with Australian Accounting Standards, to the extent described in Note 1 and the Australian Charities and Not-For-Profits Commission Regulation 2013
- 2 At the date of this statement, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the Board by:



John Dodman
Chair

Dated this 26th day of August 2021

Independent Auditor's Report



INDEPENDENT AUDITOR'S REPORT TO THE BOARD OF BOARD OF SOUTHCARE INC.

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Southcare Inc (the Association), which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, the statement of changes in accumulated funds and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the statement by the Board.

In our opinion the accompanying financial report is in accordance with Division 60 of the Australian Charities and Not-for-Profit Commission Act 2012 and the Associations Incorporation Act (WA) 2015 including:

- a) presenting fairly, in all material respects, the financial position of the Association as at 30 June 2021, and of its financial performance and its cash flows for the year then ended; and
- b) complying with Australian Accounting Standards, to the extent described in Note 1, and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Association's financial reporting responsibilities under the Associations Incorporation Act (WA) 2015 and the Australian Charities and Not-for-Profits Commission Act 2012. As a result, the financial report may not be suitable for another purpose.

Responsibilities of the Board for the Financial Report

The Board of the Association are responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the applicable legislation, including the requirements of Section 15(1) and 15(2) of the Charitable Collections Act (WA) 1946 and the Charitable Collections Regulations (WA) 1947 and for such internal control as the Board determine is

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss Verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe Perth, an affiliate of Findex (Aust) Pty Ltd. Liability limited by a scheme approved under Professional Standards Legislation. Liability limited other than for acts or omissions of financial services licensees.
© 2021 Findex (Aust) Pty Ltd

Independent Auditor's Report



necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting in the preparation of the financial report. We also conclude, based on the audit evidence obtained whether a material uncertainty exists related to events and conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the disclosures in the financial report about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independent Auditor's Report



We also provide the Board with a statement that we have complied with the relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements

Opinion pursuant to the Charitable Collections Act (WA) 1946 and Charitable Collections Regulations (WA) 1947

In our opinion, the Association has complied, in all material respects, with the requirements of the Charitable Collections Act (WA) 1946 and Charitable Collections Regulations (WA) 1947 for the year ended 30 June 2021

A handwritten signature in blue ink that reads "Crowe Perth".

Crowe Perth

A handwritten signature in blue ink that reads "Cyrus Patell".

Cyrus Patell
Partner

Signed at Perth, 26 August 2021

Auditor's Independence Declaration



AUDITOR'S INDEPENDENCE DECLARATION

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as lead auditor for the audit of Southcare (Inc.) for the year ended 30 June 2021, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in blue ink that reads "Crowe Perth".

Crowe Perth

A handwritten signature in blue ink, appearing to read "Cyrus Patell".

Cyrus Patell
Partner

Signed at Perth, 26 August 2021

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe Perth, an affiliate of Findex (Aust) Pty Ltd. Liability limited by a scheme approved under Professional Standards Legislation. Liability limited other than for acts or omissions of financial services licensees.
© 2021 Findex (Aust) Pty Ltd



53 Bickley Crescent, Manning WA 6152

Email: enquiries@southcare.org.au

Telephone: **9450 6233**

www.southcare.org.au

