

Annual Report

2024-25



BARUNGA
VILLAGE INC.

Barunga Village acknowledges the traditional custodians of the country upon which we meet and recognise their continuing connection to land and waters. We pay our respects to the diversity of cultures, significance of contributions and Elders past, present and emerging.



This report is respectfully presented with the compliments of the Board of Directors of Barunga Village, in recognition of your valued support and interest.

Contents

Introduction to Barunga Village	4
Our Purpose	5
Report - Chairperson	6
Report - Chief Executive Officer	9
Introduction - Board of Directors	10
Meeting Attendance	12
Report - Chief Finance Officer	14
Report - Chief Information Officer	16
Report - Treasurer	17
Report - Business	18
Report - Retirement	19
Report - Community	20
Report - Residential	22
Report - Risk and Quality	24
Report - Marketing and Communications	25
Report - People and Culture	26
Awards - Recognition of Service	27
Report - Volunteer	28
Report - Staying at Home Program	29
Report - Fundraising and Donations	30
Invitation to make a Bequest and/or Contribution	31
Report - Desert City Wellbeing	32
Report - Auditors	33

INTRODUCTION TO BARUNGA VILLAGE

Barunga Village is an award-winning, community-owned, not-for-profit organisation providing quality retirement, community and residential services.

Our Head Office is based in the tranquil seaside town of Port Broughton, on South Australia's Yorke Peninsula. With warmth and professionalism, our staff are dedicated to helping you or your loved one live **the best life possible** by delivering exceptional care across a wide range of services.

RETIREMENT: Independent retirement living at Barunga by the Sea in Port Broughton.

COMMUNITY: Support at Home program and group programs to help older people live independently at home across the Mid North and Yorke Peninsula.

RESIDENTIAL: Residential aged care, day and overnight respite and specialised dementia care at Barunga Homes in Port Broughton and The Willochra Home in Crystal Brook.

With this diversity of services, Barunga Village is uniquely placed to support individuals on their care journey as their needs change over time.



BARUNGA VILLAGE

OUR PURPOSE

Wherever you live, whatever service you access, the Barunga Village team are committed to supporting you live the best life possible.

What does **the best life possible** mean? We think it means, you feel listened to, have choices, are engaged and receive care that best meets your needs. We want you to feel safe, that you belong and are content and comfortable with us.

We take pride in treating every person with respect. Everyone is an individual with different stories, unique interests and varying needs. We commit to really knowing our consumers, understanding them as people, personalising care and being responsive to their choices wherever we can.

Ensuring you feel part of a community is important to us. We go out of our way to create connections, engage with the community and build support networks around people.





REPORT CHAIRPERSON

Julie Norman

Recently I had cause to stop and reflect upon the naming of “Barunga Village”. That word, “Barunga” is so easily recognised across this nation, often associated with local and national gatherings, meetings and sharing. The word originated with the peoples of our local area by the Kurna, Nukunu and Narangga, referring to the gap in the hills and the opportunity to move safely from one place to another, places for people to meet and share food.

This word “Barunga” now belongs to all. How apt that our Barunga Village is a place of community, sharing and transition.

Aged care across Australia is experiencing times that require both change and development. There are pressures of population that require us all to provide better and local care.

Barunga Village has a positive reputation, and for many years has been a local and national leader in approaches to care for our loved ones, taking on the Butterfly Approach, expanding and modifying the aged care home, retirement facilities and the services we provide people in the community.

During 2024/25, Barunga Homes was recognised internationally for its achievements in the Butterfly Approach model as only one of six aged care homes to achieve an Outstanding Level 1 rating. The approaches we encourage and educate for are simply the best in care of those who have dementia.

This year, Barunga Village has challenged us to reflect upon our achievements and both plan for, develop and act to expand our operations, sharing our approaches and encouraging others to join us.

The Willochra Home in Crystal Brook has recently become part of the Barunga Village community. We are now supporting the administration and care of this 42-room home, and both staff and House Members have embraced the positive approaches we are introducing.

Our Capital Development Sub Committee has had a big year. It is responsible for planning future developments and has been looking at ways to expand and better the facilities offered in both residential and retirement living. The Board of Directors has engaged architects to review our current residential aged care home, Barunga Homes and to develop plans for ongoing



redevelopment. We have submitted applications for a Federal Government grant to help redevelop the existing Home, increasing our capacity and strengthening the support we can provide to local people. Our vision for expanded retirement living is progressing through planning and consultation, with further discussion and careful consideration still underway..

These are times that require both care and informed decision making by the Board of Directors, the Chief Executive Officer and by all involved in the plans and directions we take in the future.

This Annual General Meeting will be my last as Chairperson of the Board of Directors. The number of consecutive years a Board Member may participate in is 10 years, and my time is up!

I came to the Board of Directors after both my parents had lived at Barunga Homes and wanted to give back to an organisation that I had come

to respect and care for. Barunga Village is and has always been quite 'special'. It is 'of the' community and 'for the' community.

Our Board of Directors are a volunteer group. We spend time, use what expertise we have and dedicate our knowledge, thoughts and care to support what we all believe to be an important key part of our community.

My thanks goes to all I have worked with, my fellow Board Members past and present, CEOs, Directors, Clinical, Administration and Care Workers. All of you have worked together to create a valued and valuable institution. I thank you for the care you offered my parents, and I offer my continued respect and care for our wonderful Barunga Village.





REPORT

CHIEF EXECUTIVE OFFICER

Elizabeth Carroll

In 2024, aged care organisations across Australia prepared for the most significant sector reform in three decades - the introduction of a new Aged Care Act, now due to commence on 1 November 2025. The Act brings fundamental changes to how care is delivered and funded, both in the community and residential settings. While these changes are necessary to ensure the long-term sustainability of aged care, they present substantial challenges for providers.

At Barunga Village, we have proactively embraced this transformation. Over the past year, we have implemented organisational restructuring, introduced new systems and technology and focused on strengthening our workforce through restructure, recruitment and development. These efforts have positioned us well to meet the requirements of the new Act and support future growth and diversification.

A key milestone this year was the successful integration of The Willochra Home (Crystal Brook) into Barunga Village. This expansion has already delivered benefits through shared resources, collaboration, and enhanced capacity, while remaining firmly grounded in our values of compassionate, responsive care.

We also completed a major master planning project across our property portfolio, resulting in exciting plans for an extension to Barunga Homes, new staff accommodation and expansion of Barunga by the Sea. To enable this, Barunga Cottages have been closed, and we are proud to be able to relocate the five residents to beautiful homes at Barunga by the Sea.

I extend my sincere thanks to the Board of Directors, Executive and Management teams and all staff for their commitment and passion over the past 12 months. Their dedication to our shared vision continues to drive Barunga Village forward.

INTRODUCTION

BOARD OF DIRECTORS



Julie Norman, Chairperson

Julie has been a dedicated member of the Board of Directors for the past nine years. She believes that Barunga Village is unique and increasingly important to the community. Julie's connection to Barunga Village is deeply personal, as her parents experienced the exceptional care characterised by kindness, understanding, love, and respect that the organisation provides.

Julie is committed to leveraging her skills to help sustain the valuable and essential services that Barunga Village offers. Her dedication to the wellbeing of consumers and her belief in the mission of Barunga Village continue to drive her contributions to the organisation.



Robyn Bowley, Deputy Chairperson

Robyn has lived in Port Broughton for over 30 years and retired from the Port Broughton District Hospital and Health Services after a distinguished 31-year career, where she served as Nurse Unit Manager. Her extensive clinical and management experience in Community Nursing has provided her with valuable insights into Aged Care Clinical Governance.

Robyn finds great fulfillment in contributing to the community as a Board Member at Barunga Village. She is excited about new capital development opportunities and the ongoing growth of the organisation.



Debra Devlin

Debra joined the Board of Directors in 2022 following her retirement. She is driven by a strong desire to give back to the broader Mid North community, and her role on the Board provides a valuable opportunity to do so.

With extensive experience in governance related to youth, disadvantaged populations, homelessness and domestic violence, Debra is eager to deepen her knowledge and embrace new challenges within the aged care sector.



Jan Tod

Jan joined the Board of Directors to provide a valuable consumer perspective, as her mother resides in Barunga Homes. A long-time local to the community, Jan has lived on a farm with her husband for many years.

She is deeply committed to the local area, including her involvement with the local school, reflecting her strong community values. Jan is dedicated to helping maintain the excellent reputation and high standard of care that Barunga Village has upheld for many years.



Richard Patterson

With two decades of experience in managerial roles in the private sector, Richard was both eager and enthusiastic to join the Board of Directors at Barunga Village.

Richard intends to leverage his skill set to support, enhance, and develop Barunga Village's valuable community asset.



Nicole Hewett

Nicole has over 18 years experience in organisational development (OD), with expertise in leadership coaching, strategic OD project development and consulting across Australia, the UK and Canada. A 2014 MBA graduate, she excels in fostering resilience, enhancing wellbeing, building high-performing teams and driving change initiatives.

Nicole is accredited in various leadership, performance and psychometric tools, enabling her to deliver impactful insights and results in diverse organisational settings.



Matt Kris

Matt has been a dedicated professional in the residential aged care industry since 2014, serving as both a Physiotherapist and an Allied Health Manager. His journey in aged care has been marked by a commitment to enhancing the quality of life for consumers through compassionate and innovative care.

Matt's connection with Barunga Village began several years ago when he worked as a Physiotherapist. During this time, he experienced firsthand the organisation's genuine care and dedication to its consumers.



Kerrin 'Jingo' March

Jingo brings a wealth of experience to Barunga Village, with a professional background in finance, administration and business leadership. His career includes significant roles in both the banking and education sectors, as well as years running his own successful business.

Jingo has a deep personal connection to Barunga Homes through his wife, Jennifer, a proud House Member. His passion for community service is evident in his role as Chair of the Barunga West Dementia Friendly Alliance, along with his ongoing volunteer work across the region.

MEETING ATTENDANCE

BOARD OF DIRECTORS

Governance

	Possible attendance	Attendance	Apologies
Julie Norman	12	12	0
Robyn Bowley	12	12	0
Debra Devlin	12	10	2
Kerrin March	3	3	0
Jan Tod	12	10	2
Matt Kris	11	10	1
Nicole Hewett	11	7	4
Elizabeth Carroll	12	12	0
Richard Patterson	12	7	5
Ken Bone	1	1	0
Roger Nottage	1	1	0

Finance Sub Committee

	Possible attendance	Attendance	Apologies
Julie Norman	11	11	0
Elizabeth Carroll	11	11	0
Robyn Bowley	9	9	0
Adam Drabsch	11	9	2
Debra Devlin	11	9	2
Kerrin March	3	3	0
Carly Barnes	11	8	3
Ken Bone	1	1	0

New Capital Development Sub Committee

	Possible attendance	Attendance	Apologies
Julie Norman	7	7	0
Elizabeth Carroll	7	7	0
Robyn Bowley	7	7	0
Kerrin March	1	1	0
Debra Devlin	1	1	0
Richard Patterson	7	4	3

Nomination Committee

	Possible attendance	Attendance	Apologies
Julie Norman	5	5	0
Elizabeth Carroll	5	5	0
Debra Devlin	5	4	1
Phil Harris	5	3	2





REPORT

CHIEF FINANCE OFFICER

Adam Drabsch

Barunga Village experienced a year of investment and expansion through FY25 evidenced by an operating loss of \$107,571, acquisition of The Willochra Home and strengthening our balance sheet.

Breaking down our operating loss by service, I would like to highlight the following:

- Residential – experienced an increase in revenue as a result of the increased Government subsidies from 1 October 2024 along with consistent occupancy. Revenue increases were offset by the Fair Work Commission wage increased from 1 January 2025 and our focused investment in migration staff to enhance our care capability. We also experienced higher than budgeted food costs, unplanned repairs and maintenance and employee costs associated with The Willochra Home.
- Community – experienced a stable year with revenue broadly aligned with the prior year resulting from similar package numbers and service delivery. Wages increased from prior year but were managed based on service delivery requirements.
- Retirement – experienced an increase in revenue derived from entry contribution retentions resulting from the turnover of more homes than FY24. We experienced an increase in property expenses within FY25 due in part to increased council rates.

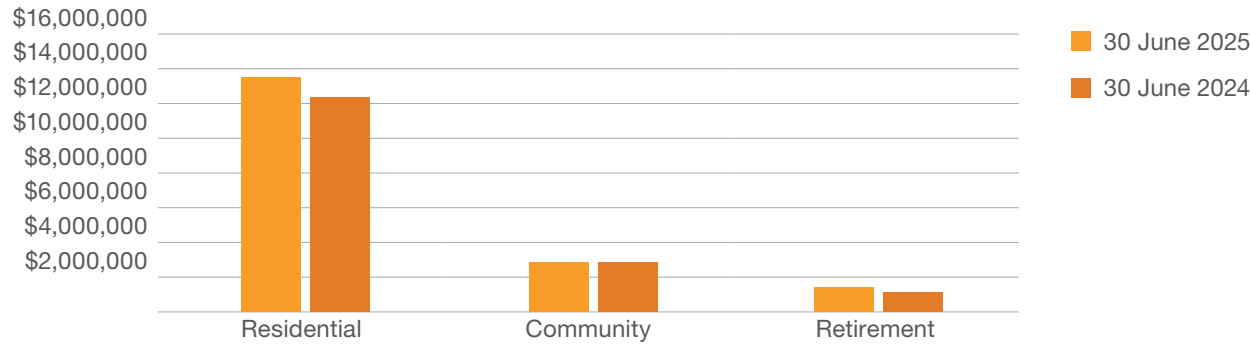
After a significant amount of due diligence, Barunga Village completed the acquisition of The Willochra Home with settlement occurring 2 June 2025. Although only having operated the home for 28 days within FY25, we were pleased with the progress regarding transition and result achieved. I am confident The Willochra Home

will contribute to Barunga Village resulting from the provision of comprehensive care and sound financial management. I would like to acknowledge the contribution of all involved in the transaction and am confident both Barunga Village and the community will benefit.

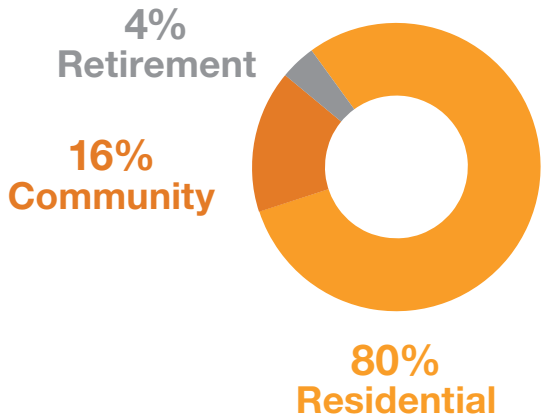
We have continued to focus on the capital maintenance and improvement across the organisation, which has greatly assisted in providing well equipped facilities and reflecting the pride the team have across Barunga Village. We have made a significant investment within software across the organisation, we progressed the implementation of a new finance system that will provide efficiencies and continue to support both internal and external reporting required under the new Financial and Prudential Standards and the Aged Care Act 2024 due to be implemented 1 November 2025. We also progressed the implementation of software for Barunga Community Care that will greatly assist with scheduling and reporting requirements as a result of Support at Home program commencing 1 November 2025. Further, Barunga Village initiated a valuation of Barunga Homes along with the administration buildings located on East Terrace in Port Broughton. The valuation resulted in an uplift of \$1,819,353, which was recorded on balance sheet at 30 June 2025.

I would like to personally thank the Board of Directors, Executive and Management team for a huge effort across a challenging and rewarding year. Looking forward to more of the same in FY26.

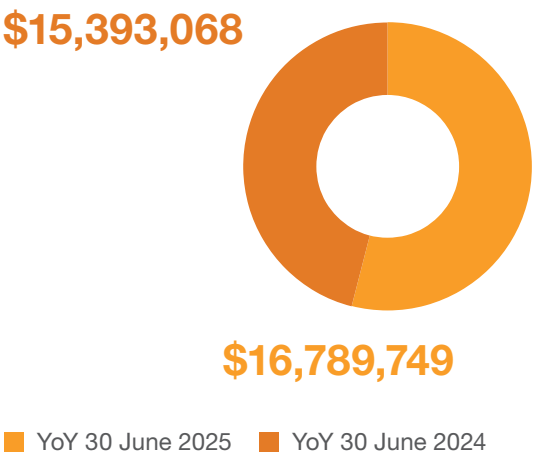
Operating revenue contribution comparison



Operating revenue contribution
YE 30 June 2025



Operating revenue
YoY





REPORT

CHIEF INFORMATION OFFICER

Lennard Sigrest

Barunga Village advanced its Digital Transformation Roadmap throughout FY25, aligning technology investment with organisational priorities and the broader aged care reform agenda. These initiatives have modernised systems, improved data transparency and cyber security and positioned the organisation to meet the new residential aged care changes from 1 July 2025, as well as the Support at Home program and Aged Care Act 2024 from 1 November 2025.

In response to the sector's increasing cyber-risk profile, Barunga Village strengthened its digital governance and security posture. Key initiatives included establishing the Barunga Enablement for Adoption and Modernisation (BEAM) working group, implementing multi-factor authentication, migrating corporate files to SharePoint and improving incident response, data protection and backup processes. Progress continues toward alignment with ISO 27001 and the Australian Cyber Security Centre's Essential Eight to ensure readiness for the new compliance environment.

FY25 also marked significant milestones in integrating Inerva across finance and operations and implementing Sandwai within Barunga Community Care. These systems enhance connectivity between the workforce, clients and financial data, supporting more accurate reporting, efficient resource use and compliance with the enhanced transparency and accountability requirements introduced from July 2025. This integration provides the foundation for effective data exchange and reporting under the upcoming Support at Home program.

The rollout of Microsoft 365 across all sites is transforming communication, collaboration and document management. This unified platform strengthens information governance, enables secure remote access and supports hybrid work practices while ensuring compliance with new record-keeping standards.

In FY26, Barunga Village will focus on strengthening collaboration across all sites, including The Willochra Home and developing enhanced business intelligence dashboards. Continued adoption of Microsoft Teams and project planning tools will embed a culture of digital collaboration and data-driven decision-making. The support of the Executive and Management teams has been instrumental in achieving these outcomes, establishing a strong platform for technology-enabled, compliant and sustainable care into the future.



REPORT TREASURER

Debra Devlin

Barunga Village remains in a strong financial position, with reserves exceeding \$11 million after a year of investment and expansion to prioritise long-term growth and capability.

Key initiatives included the acquisition of The Willochra Home in Crystal Brook, extending our recognised standard of care to more people and strengthening our presence as a leading provider in rural South Australia. We also implemented a new finance system and introduced a client management system for our Community program. These strategic investments are aligned with the upcoming Aged Care Act and position Barunga Village to scale and strengthen services as we grow.

Barunga Community Care also underwent a major review and restructure during the year, positioning us well to respond to the anticipated increase in demand following the introduction of the Government's new Support at Home program in November 2025.

We also invested in the capital refurbishment of the main entrance to Barunga Homes, improving accessibility and providing a more welcoming experience for House Members and visitors.

I would like to express my sincere thanks to my fellow Board Members, particularly those on the Finance Sub Committee, for their commitment and oversight throughout the year. I also extend my appreciation to Elizabeth Carroll, Chief Executive Officer, Adam Drabsch, Chief Financial Officer and Carly Barnes, Director of Business Operations, for their expertise and ongoing support.

Barunga Village remains well-positioned for long-term sustainability, growth and continued delivery of high-quality care and services.





REPORT BUSINESS

Carly Barnes

Over the past year, Barunga Village has delivered significant operational, technological and infrastructure improvements to strengthen our services and enhance outcomes for consumers and the wider community.

Digital transformation and cybersecurity remained a key priority, with substantial enhancements to our Office 365 environment and investment in advanced cybersecurity measures. These initiatives improve data protection, streamline collaboration across our sites and ensure our systems remain secure and resilient.

A central component of this transformation has been the development of our ICT Roadmap. This strategic framework sets a clear direction for modernising our systems, integrating platforms and future-proofing our digital environment. Key priorities include upgrading core infrastructure, strengthening network security, improving connectivity across all sites and investing in technologies that enhance consumer and workforce efficiency.

The successful implementation of Inerva (finance and operations) and Sandwai (home care management) represents a major milestone in modernising our business systems. These platforms provide real-time insights, improve workflow efficiency and support more responsive service delivery for consumers.

Significant building and asset improvements were also delivered at Barunga Homes. Highlights included a refurbishment of the main entrance, featuring new carpets and the installation of an automatic door, enhancing

accessibility and creating a more welcoming environment for House Members, families and visitors. Additional upgrades to clinical equipment, infrastructure and House Member amenities ensure our facilities remain safe, comfortable and fit for purpose.

Finally, the closure of Barunga Cottages marked the start of a positive new chapter. Through a carefully planned and supportive relocation process, residents began transitioning into Barunga by the Sea, where they can enjoy modern facilities, stronger social connections and enhanced community living. Importantly, this transition enables Barunga Village to progress plans to redevelop the land, paving the way for innovative, future-focused facilities and services that meet the evolving needs of our ageing population.

These achievements reflect Barunga Village's commitment to innovation, quality and care. By investing in people, technology and infrastructure, we are building a stronger, more connected organisation ready to embrace the opportunities of the future.



REPORT RETIREMENT

Jodie Webb

As we reflect on the past 12 months at Barunga by the Sea, our village continues to grow, evolve and thrive, thanks to the collective efforts of our residents, staff and community partners.

We were delighted to welcome four new residents to the village this financial year. Their arrival brings fresh energy and new connections to our community and we look forward to the contributions they will make to village life.

This year, we completed three major home refurbishments across the village, enhancing comfort and liveability for our residents. In addition to these larger projects, many of our homes received updates. These improvements are part of our ongoing preventative maintenance program, which ensures that homes are assessed and rectified based on priority needs. While coordinating works around residents presents its challenges, we remain committed to minimising disruption and maintaining a high standard.

Thanks to a generous grant from The Good Foundations, we hosted a series of technology workshops attended by approximately 15 residents. These sessions provided valuable digital skills, helping participants stay connected with loved ones and navigate online platforms with confidence. In addition, the grant supported the purchase of a new desktop computer and printer, now available

for resident use in the Community Centre. This shared resource offers convenient access to printing, online services and communication tools, empowering our residents to further stay informed and engaged.

Our vibrant Social Committee has once again delivered a fantastic calendar of events, fostering connection and happiness throughout the year. Highlights included lively trivia nights, a festive Australia Day celebration, relaxing movie afternoons and a successful fundraiser for the Port Broughton Hospital Auxiliary, showcasing the generosity and community spirit of our residents.

We extend heartfelt thanks to all who participated, volunteered and contributed to these events, and special thanks to our Resident Committee, where involvement ensures that village life remains harmonious, inclusive and full of heart.



REPORT COMMUNITY

Jemima Rogers

This past year has marked a period of exciting transformation, growth and strategic alignment within Barunga Community Care. Guided by a commitment to providing meaningful, person-centred care across the Mid North and Yorke Peninsula, our focus has been on strengthening our workforce, modernising our systems, expanding client choice and enhancing the quality and efficiency of service delivery.

One of the most significant milestones this year was the successful restructure of our Community team, completed in April 2025. We introduced clearly defined new roles including Clinical and Non-Clinical Care Partners, Senior Care Partners, Service Support Officers and a Direct Care Leader. This change has enabled a more integrated and responsive care model and laid the foundations for future alignment with the Support at Home reforms. During this restructure, we welcomed new members to our ever-growing team.

Over the past 12 months, our Home Care Package (HCP) program grew to support nearly 150 active clients, a significant achievement that reflects both community trust and the team's strong engagement efforts. Importantly, HCP utilisation has remained consistently strong, sitting comfortably at 85% for over six consecutive months, highlighting our success in aligning client needs with service delivery and reducing underspends.

We also delivered a total of 9,794 hours of in-home support across 8,937 individual visits, a reflection of the consistency of our workforce in meeting client needs.

Our transport program completed 305 trips in total, with 201 trips supported by our dedicated workers and 104 delivered by our valued volunteers.

Our Commonwealth Home Support Programme (CHSP) services also continued to provide essential early intervention supports. We delivered:



1,472.5 hours
of Domestic Assistance



396 trips
of CHSP transport



1,220.5 hours
of Centre-Based Respite

This brings the total CHSP outputs to 3,089 hours for the financial year - a significant achievement in supporting older people to remain independent in their own homes.

In preparation for the new Support at Home model, we also began transitioning to Sandwai, a new scheduling and communication platform set to go live on 1 August 2025. This system will streamline our service delivery, improve data accuracy and enhance the client experience through features like app-based service reminders, live statements and digital communication with loved ones.

We also increased our visibility in the community through targeted engagement efforts - delivering guest speaking events at retirement villages, RSLs and local clubs, helping more older people understand their aged care options and how Barunga Village can support them.

Throughout this year of growth and change, our team's dedication has been solid. Their adaptability care and commitment have underpinned every achievement. I would also like to acknowledge the behind-the-scenes work of our office-based team whose contributions are essential to our operations.

As we look toward 2025, our focus will remain on increasing HCP uptake, strengthening our clinical offerings and embedding systems and structures that will sustain us well into the future. With a strong foundation now in place, we are well-positioned to continue delivering compassionate, high-quality care that empowers our clients to live their best life possible.





REPORT RESIDENTIAL

Kate Manser

The past year has seen Barunga Village achieve major growth in its residential aged care program.

The Willochra Home joined our Barunga Village family on 2 June 2025, and it is my privilege to work with the leadership team there to strengthen systems that support innovative clinical and care services in a place that feels like home.

We are committed to creating emotionally rich environments that go beyond tasks to nurture connection and joy. Since 2023, the Butterfly Approach has guided our transformation, embedding emotional intelligence and personhood into care planning, communication, environment, leadership and mealtimes, especially benefiting those living with dementia.

In December 2024, our Butterfly Approach accreditation audit across Eyre, Dale and Renni Houses resulted in an Outstanding Level 1 achievement. Our Butterfly House staff created a skilled and celebratory atmosphere for this important day.

Butterfly Approach training continues strongly, with 35 House Carers trained last year and another 35 underway. We also developed and delivered targeted training for volunteers, while Barunga Community Care Support Workers train through the Staying at Home program.

The Meaningful Care Matters Leadership Program has equipped our leaders with the skills and mindset to foster person-centred, feelings-based care cultures. It emphasises emotional intelligence, authentic leadership and practical strategies to embed dignity, connection and quality of life.

We introduced electronic menu ordering to meet Standard 6 (Food and Nutrition) under the new Aged Care Act. This system empowers House Members to choose meals tailored to their preferences, cultural needs and dietary requirements in real time, enhancing choice, dignity and compliance with safety standards. Development of the mealtime experience within this framework is underway.

As we move forward, Barunga Village remains dedicated to nurturing environments where every person feels valued, connected and empowered to live with dignity. By continuing to embrace compassionate care, cultural understanding and innovation, we strive to enrich the lives of those we support and build a truly inclusive community.





REPORT RISK AND QUALITY

Jodi Russack

Over the past year, we have made significant progress in strengthening both individual risk awareness and systemic quality assurance across the organisation. As of 2 June 2025, we welcomed The Willochra Home into the organisation, and they are included in this year's data reporting.

Risk Management improvements

The implementation of CompliSpace across the organisation has been instrumental in improving risk management. This system empowers staff and visitors to report hazards and non-consumer incidents, those involving staff, visitors or contractors more effectively and earlier, contributing to a safer environment.

It is encouraging to see an improved reporting culture for both risks and hazards. Our systems to assess and mitigate these are strong and supported by the Risk Management and Quality Committees.

Quality Assurance System improvements

CompliSpace has also supported improvements in our quality assurance systems, particularly in managing feedback and complaints. It provides a centralised, transparent system that enables timely follow-up and trend monitoring to support continuous improvement.

Regulatory reviews

Barunga Village successfully completed two targeted reviews by the Aged Care Quality and Safety Commission:

- Governance and compliance responsibilities: Compliant and no further action required.
- Refundable deposit management and interest: Compliant and no further action required.

Next steps

We will continue to prepare for the new Aged Care Act and the Strengthened Standards by enhancing transparency, embedding consumer feedback systems and supporting staff with ongoing training in risk and quality.

I wish to thank the Executive and Management teams, the staff and volunteers for their ongoing commitment to maintaining and improving our management and risk at Barunga Village. I particularly would like to acknowledge and thank Board Members, Julie Norman, Nicole Hewett and Jan Tod for their participation in our Risk Management and Quality Committees.



REPORT

MARKETING AND COMMUNICATIONS

Annabel Freeth

Digital marketing remained a cornerstone of our strategy in 2024/25, with Facebook continuing to deliver the strongest results across both organic and paid campaigns. Performance was outstanding, with our content reaching 172,434 people (a 969.4% increase), generating 8,999 interactions (up 316.2%), 6,301 link clicks (up 416.1%) and 20,451 website visits (up 134.8%). New followers also grew by 112.3% to 259. These results demonstrate the effectiveness of purposeful planning, targeted campaigns and consistent community storytelling.

Two major priorities guided our efforts during the year: the recruitment of volunteers through a dedicated campaign highlighting the immense value they bring to our organisation, and the promotion of Barunga Community Care's group programs, which encourage wellbeing, connection and healthy ageing for people living at home. We also produced meaningful content such as our RUOK? Day video to extend our message of care both internally and externally.

This year saw us invest in new systems to strengthen internal processes, including the launch of a Smartsheet request tool that allows staff to log and track all marketing and communications requests, improving workflow efficiency and prioritisation. We also concluded production of our quarterly magazine BV Lifestyle to focus resources on more contemporary and effective communication channels.

Photography and visual storytelling continued to play an important role, including the promotion of The Willochra Home and the launch of a new Barunga Community Care office in Crystal Brook. We welcomed several high-profile visitors, including Rowan Ramsey MP, Tom Venning MP, Paul Simpson (local council CEO), Mayor Leonie Kerley, Her Excellency the Honourable Frances Adamson AC and Ms Penny Pratt MP, further strengthening our community presence.

Looking ahead, we will focus on redeveloping our website to improve accessibility, with aim of introducing a staff intranet and launching a new communications platform for staff, volunteers and consumers. We remain committed to supporting our three core services, retirement, community and residential, while ensuring Barunga Village is well positioned to meet the future needs of our community.



REPORT

PEOPLE AND CULTURE

Monica Merlano

The 2024/25 year has been marked by significant achievements across our People and Culture team, strengthening workforce capability and ensuring our organisation remains well positioned to meet community needs.

At The Willochra Home, we successfully onboarded 70 staff through an enhanced process that ensures a consistent and welcoming transition. Alongside this, we invested in training to close qualification gaps, build confidence and expand the pool of casual staff.

Roster management was another key achievement. At both Barunga Homes and The Willochra Home, the People and Culture team assumed responsibility for the rostering process, including consolidation and ongoing maintenance and compliance. This has delivered greater efficiency and reduced roster gaps, with shift fill rates improving by 8.8% and 93% of shifts now filled by permanent employees. These outcomes strengthen continuity of care and provide greater certainty for staff, as well as directly support the improvement in our ability to keep our shifts filled and helped reduce staff turnover from 45% to 30% per year.

We also finalised the Non-Nursing Enterprise Agreement, providing clarity and fairness for employees, while supporting the transformation of the Barunga Community Care team under its new organisational structure. This included a structured pathway for transitioning staff into new positions, with targeted upskilling and training where required. Recruitment processes were streamlined, particularly for residential care

workers (House Carers), with group interviews reducing recruitment timeframes by two weeks and helping to build a reliable casual pool as a contingency measure.

International recruitment was fortified with five nurses and 10 House Carers secured to address critical workforce shortages. We are pleased to have welcomed our international staff, who have quickly become valued members of the Barunga Village community. We have supported them in settling into their new roles and local surroundings, ensuring they feel at home and enjoy both living and working here.

In parallel, five Support Workers completed Certificate III qualifications, further supporting their career development pathways.

A further highlight has been the launch of deep training for leaders in Meaningful Leadership Matters and Mental Health First Aid. 21 Leaders, Managers and Directors began their training with strong commitment, equipping them to understand strengths, build capacity and lead projects with greater impact.

These achievements reflect the dedication of the People and Culture team in driving efficiency, building capability and ensuring our organisation remains an employer of choice.

AWARDS

RECOGNITION OF SERVICE

We proudly celebrate the dedication of our staff and volunteers who achieved significant service milestones between 1 October 2024 and 30 September 2025. Congratulations to the following recipients:

BARUNGA VILLAGE

5 years

Christine Brown
Cameron Duncan
Veneeshkumar KK Nair
Carmina Moya
Ann Robertson
Julie Smith
Natasha Stevens

10 years

Deborah Andrews
Carly Barnes
Heather Chandler

15 years

Christine Kaminski
Catherine Manser
Carsten Meschede
Darren Robinson

20 years

Mark Boughen

COMBINED YEARS OF SERVICE: THE WILLOCHRA HOME AND BARUNGA VILLAGE

5 years

Roseline Raja

10 years

Beverley Lawson-Wyatt

15 years

Remegia Glennon
Fiona McKenzie

35 years

Suzan Richards





REPORT VOLUNTEER

Stacey Meschede and
Sue Bunnett

I am very pleased to report that our volunteer team remains steady at approximately 55 members. This dedicated group includes our Barunga Homes volunteers, Barunga Community Care drivers, junior volunteers and Board Members.

Our volunteers at Barunga Homes have been exceptionally active throughout the year, supporting a wide range of activities designed to enrich the lives of our House Members. Highlights include our Pastoral Care Program, which continues to meet the spiritual and wellbeing needs of House Members and scrapbooking sessions, where participants have enjoyed creating albums that capture their time at Barunga Homes and the memories they are making.

We have also been fortunate to welcome an increased number of entertainers, whose performances of singing and dancing have brought great joy and energy to Barunga Homes.

Our junior volunteer numbers have grown, which has been wonderful to see. Their engagement and the meaningful connections they are building with our House Members have had a truly positive impact. While our Barunga Community Care driver numbers have decreased slightly, we are optimistic about welcoming new volunteers to this program in the future.

Volunteers play an essential role in enhancing the lives and wellbeing of our consumers. We sincerely thank each and every one of them for the care, compassion and enthusiasm they bring to Barunga Village.

Stacey Meschede

As The Willochra Home transitioned to Barunga Village ownership in June 2025, our dedicated team of 14 volunteers continued their invaluable support, ensuring a seamless continuation of services and activities for House Members. It was business as usual for this committed group, who bring warmth and joy to daily life through singing performances, nail care and a variety of games and activities throughout the Home.

Their generosity and enthusiasm remain a vital part of the Home's community spirit, helping to create meaningful connections and enhance the wellbeing of all House Members.

Sue Bunnett

Looking ahead to the new financial year, our Wellness and Lifestyle teams are eager to strengthen collaboration across sites, sharing ideas and planning joint events that celebrate the contribution of our volunteers while enriching the experiences of those in our care. We sincerely thank our volunteers for their ongoing time, energy and compassion.



REPORT STAYING AT HOME PROGRAM

Melanie Carroll

The grant-funded Staying at Home program has continued to make a meaningful impact throughout 2024/25, helping people living with dementia and their carers to live well, stay active and remain independent in their communities.

Participants have enjoyed the benefits of peer support, education, relaxation and respite, completely free of charge. This financial year, we have delivered five respite-retreat programs, and eight programs in total since the grant commenced. Across 2024/25, we supported 33 participants, bringing the total to 53 participants from across the Mid North and Yorke Peninsula. We received 26 enquiries this year (48 in total), with an average of 3.25 couples per retreat. Participant ages ranged from 59 to 97 years, with most between 66 and 88 years old.

It has been incredibly rewarding to continue delivering dementia support to our local communities. Feedback from recent participants highlights the positive impact of the program, with carers reporting improved confidence, greater understanding of dementia and valuable connections with others in similar situations. Many also shared that the experience brought renewed joy and engagement for their loved ones, with heartfelt appreciation for the team's care, kindness and support.

As the program has evolved, we have adapted to better meet the needs of participants and carers across the region. This growth has inspired a new name, with the program now known as Memory Empowerment Workshops.

Looking ahead, July 2025 marks the start of the final year of the grant, during which we are expanding and refining our delivery model. As well as offering three-day, two-night retreats, we will also offer two-day workshops in accessible locations such as Clare, Port Pirie, Yorketown, Ardrossan and Kadina. This flexible approach allows participants to stay in their own homes overnight and reduces travel barriers, while maintaining the same core goal – empowering people to continue living at home for as long as possible, with the highest quality of life.

The final year promises to be our most active yet, with 13 programs planned across the Mid North and Yorke Peninsula. We look forward to building on the program's success and leaving a lasting legacy of support for people living with dementia and their carers.





REPORT

FUNDRAISING AND DONATIONS

Annabel Freeth

Donations

The generosity of our community continues to make a meaningful difference to the lives of our consumers. During the 2024/25 financial year, donations totalled \$2,992.00, with \$722.50 paid out of the account towards different initiatives that enhance quality of life at Barunga Village.

- Opening balance: \$0.00
- Funds paid into account: \$2,992.00
- Funds paid out of account: \$722.50
- Closing balance: \$2,269.50

These donations, received from individuals, families, community groups and local businesses help support our mission of providing the best life possible for those we serve. Every contribution, no matter the size, directly assists in funding comfort items, social activities and environmental improvements across our services.

Fundraising

Our fundraising initiatives play an essential role in supporting consumer wellbeing and community connection. In 2024/25, fundraising was quieter due to significant other projects impacting workloads, however, activities such as the staff-run vending machine generated a positive outcome for the year.

Vending machine sales for the 2024/25 financial year totalled \$3,572.74, with stock purchases costing just over \$1,700. Taking these costs into account, along with the fundraising balance carried over from 2023/24, the fundraising account closed with a balance of \$2,816.63 at the end of the 2024/25 financial year.

This year's fundraising results reflect the ongoing enthusiasm of our staff, volunteers and local supporters. Proceeds are directed toward consumer lifestyle improvements and special projects ensuring our facilities remain vibrant, comfortable and engaging places to live and work.

As we look forward, Barunga Village is hosting its first-ever Sip & Style Fundraiser in November 2025 to raise funds to install shade sails at Barunga Homes. This is a major fundraiser for the upcoming financial year which will be reported on in the next report.

INVITATION TO MAKE A BEQUEST AND/OR CONTRIBUTION

CONTRIBUTORS

You may wish to assist Barunga Village by becoming a contributor. Donations of \$2.00 and over are tax deductible and your name will be entered on a list of contributors.

To become a contributor, please forward your donations to:

Chief Executive Officer
Barunga Village
7 East Terrace
Port Broughton SA 5522

FORM A BEQUEST

When making or altering your Will, you may wish to remember Barunga Village.

The need for retirement, community and residential services in the community is great and our ability to meet demands is limited.

For your assistance the following Form of Bequest may be included in your Will:

I,

Bequest to Barunga Village in the state of South Australia,

(here state Bequest)

and I direct that the said Bequest shall be applied by the Board of Directors at Barunga Village for the benefit of (delete option as desired)

☐ Retirement ☐ Community ☐ Residential ☐ As determined by the Board of Directors

I further direct that the said Bequest shall be paid free of duty, and that the receipt of the Chief Executive Officer for the time being of Barunga Village shall be a full and sufficient discharge for the payment thereof.



REPORT

DESSERT CITY WELLBEING

Steven Grey

Desert City Wellbeing (DCW) continues to embed its philosophy that food is more than just nutrition, it adds significantly to House Members quality of life. Over the past year, DCW has maintained a strong focus on seasonal menu changes, complemented by regular House Members meetings to ensure continuous improvement based on their feedback.

In December, DCW introduced an online ordering system for House Member meals, providing greater flexibility and personalisation. This initiative has empowered House Members with increased access to meals that align with their individual dietary and nutritional needs.

To further enrich the dining experience, DCW has launched a variety of specialty menus throughout the year to mark significant cultural and community events, including a successful celebration of the Spencer Gulf region.

Gloria's Coffee Shop has continued to thrive, becoming a vibrant hub for House Members, staff and the wider Port Broughton community. The coffee shops popularity is a testament to the quality and appeal of its offerings, with a loyal and growing customer base.

A key milestone this year has been the establishment of an experienced team of chefs who now prepare and bake all meals in-house. This has elevated the quality, freshness and presentation of meals across the board, reinforcing DCW's commitment to excellence in food service.



REPORT AUDITORS

COMMITTEES' REPORT

Barunga Village Inc. Committees' report 30 June 2025

Barunga Village Incorporated is incorporated in South Australia as an Association under the Associations Incorporation Act 1985 and is registered as a charity under the Australian Charities and Not-for-profits Commission Act 2012. The committees present their report, together with the financial statements, on the incorporated association for the year ended 30 June 2025.

Committee members

The following persons were committee members of the incorporated association during the whole of the financial year and up to the date of this report, unless otherwise stated:

Debra Devlin
Jan Tod
Julie Norman (Chairperson)
Kenneth Bone (resigned October 2024)
Kerrin March (commenced June 2025)
Richard Patterson
Roger Nottage (resigned October 2024)
Robyn Bowley
Nicole Hewett (commenced September 2024)
Matt Kris (commenced September 2024)

Principal activities

The principal activities of the Association during the financial year was the provision of residential aged care services, home care services and retirement living.

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

Operating Results

The deficit of the Association for the financial year amounted to \$107,571 (2024: \$1,109,740 surplus).

On behalf of the committees



Chairperson

25 September 2025



Deputy Chairperson

REPORT

AUDITORS

Auditor's Independence Declaration under Section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012

To those charged with governance of Barunga Village Incorporated

As auditor for the audit of Barunga Village Incorporated for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been:

- no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

William Buck (SA)
ABN 38 280 203 274



G.W. Martinella
Partner

Adelaide, 25th September 2025.

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Note	2025 \$	2024 \$
Revenue	4	17,247,279	16,461,709
Expenses			
Depreciation and amortisation	5	(918,690)	(877,438)
Finance costs	6	(75,459)	(47,329)
Cleaning, laundry and catering expenses		(612,935)	(540,849)
Utilities		(300,692)	(235,221)
Salaries and employee benefits		(12,891,979)	(11,561,944)
Maintenance costs		(287,011)	(239,021)
Administrative and other expenses		(2,213,921)	(1,792,908)
Resident and client expenses		(54,163)	(57,259)
Surplus/(deficit) for the year attributable to the members of Barunga Village Inc.	16	(107,571)	1,109,740
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Gain on the revaluation of land and buildings		1,819,353	-
Other comprehensive income for the year		1,819,353	-
Total comprehensive income for the year attributable to the members of Barunga Village Inc.		<u>1,711,782</u>	<u>1,109,740</u>

REPORT AUDITORS

STATEMENT OF FINANCIAL POSITION

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	7	5,621,842	5,715,914
Trade and other receivables	8	327,834	591,224
Total current assets		<u>5,949,676</u>	<u>6,307,138</u>
Non-current assets			
Investments	9	14,317,843	14,317,843
Property, plant and equipment	11	25,080,822	18,125,681
Capital work in progress	10	209,299	59,364
Total non-current assets		<u>39,607,964</u>	<u>32,502,888</u>
Total assets		<u>45,557,640</u>	<u>38,810,026</u>
Liabilities			
Current liabilities			
Trade and other payables	12	998,589	970,428
Employee benefits	13	1,470,135	1,076,041
Refundable loans	14	29,663,406	25,045,852
Total current liabilities		<u>32,132,130</u>	<u>27,092,321</u>
Non-current liabilities			
Employee benefits	13	89,838	43,086
Total non-current liabilities		<u>89,838</u>	<u>43,086</u>
Total liabilities		<u>32,221,968</u>	<u>27,135,407</u>
Net assets		<u>13,335,672</u>	<u>11,674,619</u>
Equity			
Reserves	15	2,000,232	231,608
Retained surpluses	16	11,335,440	11,443,011
Total equity		<u>13,335,672</u>	<u>11,674,619</u>

STATEMENT OF CHANGES IN EQUITY

	BBS Capital Reserve \$	Fundraising \$	Revaluation Reserve \$	Accumulated Funds \$	Total equity \$
Balance at 1 July 2023	246,642	2,736	-	10,333,271	10,582,649
Surplus for the year	-	-	-	1,109,740	1,109,740
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	1,109,740	1,109,740
<i>Transactions with members in their capacity as members:</i>					
Transfer to/(from) reserves	(16,010)	(1,760)	-	-	(17,770)
Balance at 30 June 2024	<u>230,632</u>	<u>976</u>	<u>-</u>	<u>11,443,011</u>	<u>11,674,619</u>
	BBS Capital Reserve \$	Fundraising \$	Revaluation Reserve \$	Accumulated Funds \$	Total equity \$
Balance at 1 July 2024	230,632	976	-	11,443,011	11,674,619
Deficit for the year	-	-	-	(107,571)	(107,571)
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	(107,571)	(107,571)
<i>Transactions with members in their capacity as members:</i>					
Transfer to/(from) reserves	(52,570)	1,841	1,819,353	-	1,768,624
Balance at 30 June 2025	<u>178,062</u>	<u>2,817</u>	<u>1,819,353</u>	<u>11,335,440</u>	<u>13,335,672</u>

***** Warning - Current Period total comprehensive income does not balance by 1,819,353 *****

REPORT AUDITORS

STATEMENT OF CASH FLOWS

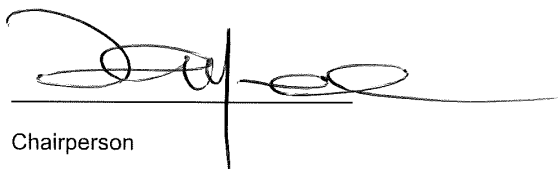
	Note	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from customers and government		19,072,384	17,407,328
Payments to suppliers and employees		<u>(22,773,226)</u>	<u>(15,621,698)</u>
		(3,700,842)	1,785,630
Interest received		199,479	188,871
Interest and other finance costs paid		<u>(75,459)</u>	<u>(47,329)</u>
Net cash from/(used in) operating activities		<u>(3,576,822)</u>	<u>1,927,172</u>
Cash flows from investing activities			
Payments for property, plant and equipment and capital work in progress		<u>(1,134,804)</u>	<u>(1,131,564)</u>
Net cash used in investing activities		<u>(1,134,804)</u>	<u>(1,131,564)</u>
Cash flows from financing activities			
Net proceeds from RADs and entry contributions		4,617,554	1,208,013
Repayment of borrowings		<u>-</u>	<u>(1,967,916)</u>
Net cash from/(used in) financing activities		<u>4,617,554</u>	<u>(759,903)</u>
Net increase/(decrease) in cash and cash equivalents		(94,072)	35,705
Cash and cash equivalents at the beginning of the financial year		<u>5,715,914</u>	<u>5,680,209</u>
Cash and cash equivalents at the end of the financial year	7	<u><u>5,621,842</u></u>	<u><u>5,715,914</u></u>

**Barunga Village Inc.
Committees' declaration
30 June 2025**

In the committees' opinion:

- the attached financial statements and notes comply with the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012 and South Australian legislation the Associations Incorporation Act 1985;
- the attached financial statements and notes give a true and fair view of the incorporated association's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the incorporated association will be able to pay its debts as and when they become due and payable.

On behalf of the committees



Chairperson

25 September 2025



Deputy Chairperson

REPORT AUDITORS

Independent auditor's report to the members of Barunga Village Incorporated

Report on the audit of the financial report



Our opinion on the financial report

In our opinion, the accompanying financial report of Barguna Village Incorporated (the Association) has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- giving a true and fair view of the Association's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

What was audited?

We have audited the financial report of the Association, which comprises

- the statement of financial position as at 30 June 2025,
- the statement of profit or loss and other comprehensive income for the year then ended,
- the statement of changes in equity for the year then ended,
- the statement of cash flows for the year then ended,
- notes to the financial statements, including material accounting policy information, and
- the Committee's declaration.

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 auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and 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.

Other information

The Committee are responsible for the other information. The other information comprises the information included in the Association's financial report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Committee for the financial report

The Committee of the Association are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Australian Charities and Not-for-profits Commission Act 2012*. The Committee's responsibility also includes such internal control as the Committee determines necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

The Committee are responsible for overseeing the Association's financial reporting process.

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 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.

REPORT AUDITORS

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.



William Buck (SA)
ABN 38 280 203 274



G.W. Martinella
Partner

Adelaide, 25th September 2025



The
best life
possible



BARUNGA
VILLAGE INC.