

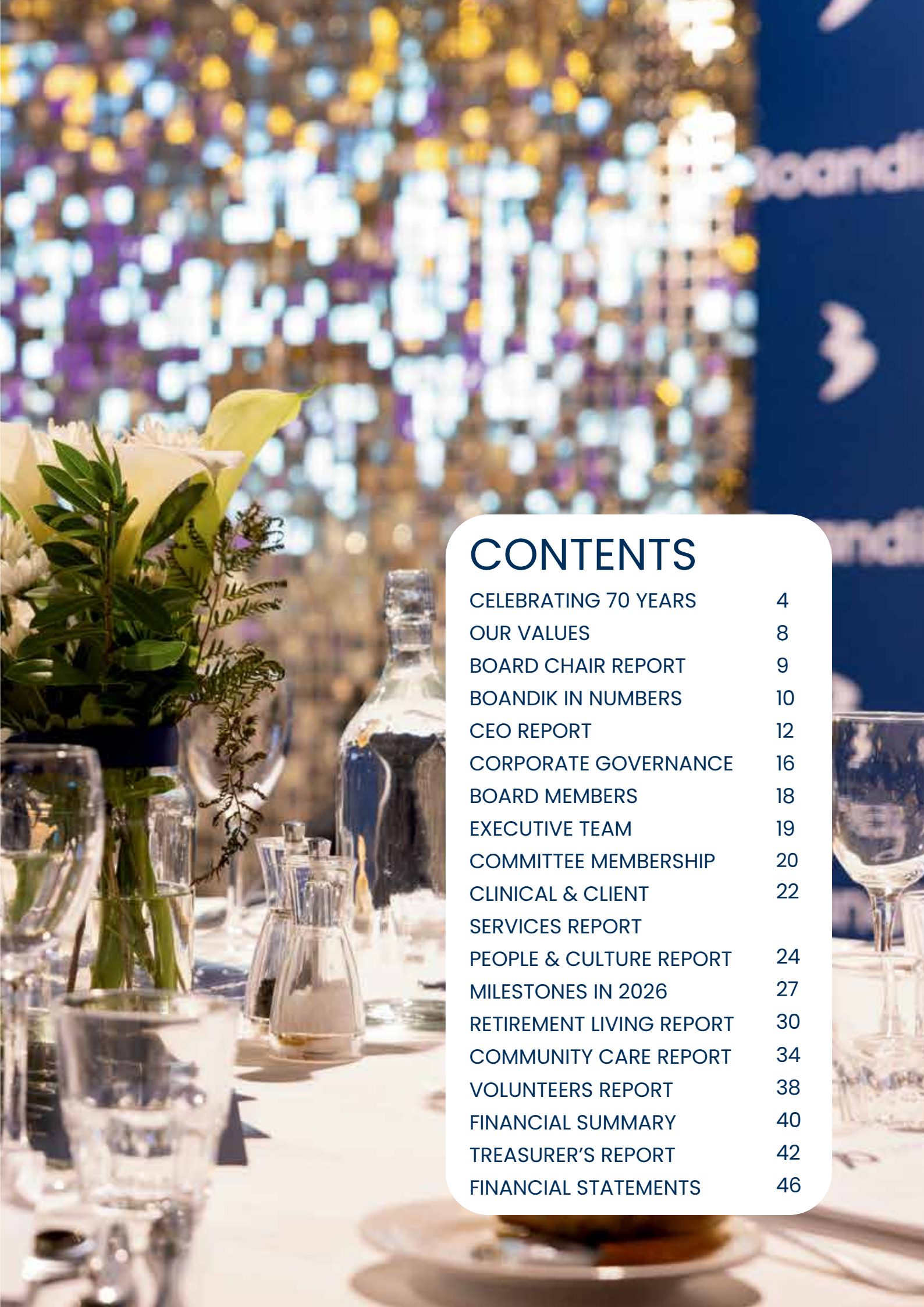
2025
2026
Annual Report

Boandik



Acknowledgement of Country

We acknowledge the Traditional Owners of the land where we work and live. We pay our respects to Elders past, present and emerging. We celebrate the stories, culture and traditions of Aboriginal and Torres Strait Islander people of all communities who also work and live on this land.



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Boandik

Celebrating seventy

70 YEARS
1956 - 2026















Celebrating 70 years of Care

From humble public meetings and donations in the late 1940s to a cornerstone of aged care across South Australia's Limestone Coast, Boandik's 70-year journey is a story of community spirit.

When the Mount Gambier Old Folks Home opened its doors in 1956, it accommodated just 12 residents.

Today, Boandik supports 225 residential aged care residents, 35 retirement living residents, and over 600 community clients, backed by a team of almost 500 staff and more than 80 volunteers.

To mark this major milestone, 180 guests; including current and former staff, Board members, and dignitaries Minister Claire Scriven and Member for Mount Gambier Travis Fatchen, gathered for a Gala dinner at the Barn Palais.

In her address, Chief Executive Officer Dr. Pam Alde highlighted that Boandik's strength lies in its culture and its people.

"Culture isn't created by a strategic plan or a policy. It is created through hundreds of small interactions every day," Dr. Alde said. "When I walk through our homes or see our community team engaging with clients, I see the relationships... and I am reminded that Boandik really is a great place to work and a very special organisation to be part of."

Dr. Alde also expressed deep gratitude for the volunteers who give so generously to the organisation.

"The contribution of volunteers to Boandik is extraordinary. You bring friendship, generosity, community connection and, importantly, your time," she said. "Time is one of the most valuable things any of us can give another person, and we are grateful that you choose to give so much of yours to Boandik."

The evening also celebrated staff excellence aligned with Boandik's core values:

- Anchor of Trust (Integrity): Courtney Byrne
- Bright Future (Innovation): Anthea Badenoch
- Dignity First (Respect): Leonie Wheatley
- Heart of Gold (Empathy): Angelique Palma
- Mosaic Award (Diversity): Sudarshan Giri

A highlight of the night was the True North Award, given in honour of the late Timothy Riquier - friend, colleague and mentor to many.

Presented to Memory Support Unit Personal Care Assistant Aimable Nshimirimana, the award recognised his exceptional compassion and dedication to resident care.

As Boandik looks to the future, it remains grounded in the daily connections, kindness, and community support that have defined its first 70 years.

Boandik - 70 Years of Care

1949

The concept for Boandik Lodge is communicated to the City Council.

1952

Planning, fundraising and works begin, sponsored by Councillor A.F. (Tony) Sutton.



1956



The doors open to the Mount Gambier Old Folks Home, housing 6 men and 6 women.

Construction of the Independent Living Units begins.

1959

Mount Gambier Old Folks Home, renamed to Boandik Lodge.





1995

Construction of Boandik Crouch Street completed with 36 beds for low care residents.

Crouch Street officially opened on 13th November 1995.



1997



Home Care Packages implemented with 30 packages initially.

2000

Crouch Street adds an additional 37 beds.

Community Care program expands offering services to the entire South-East region.



2005



St Mary's opens with 50 beds and 18 dementia support beds, welcoming its first resident in late November.

1970





21 bed Kessal Wing Nursing Home opened at Lake Terrace.

1984

Boandik Kessal increased to 30 beds.

Allan Scott Day Therapy Centre constructed.



1985



Construction of Kentish Court Units begins.

1990

Boandik Sutton redevelopment completed including a dementia support unit.



2008

Further expansion of Lake Terrace including construction and upgrade of the Independent Living Units.



2016



Sutton Court Retirement Village in Port MacDonnell purchased.

2020

The Community Wellbeing Centre with hydrotherapy pool and gym official opens with the first client using the pool on 13th February 2020.



2026

Celebrating our 70th Year.

Moore Court Dementia Support redevelopment officially opens with 11 beds.

Construction on the Sutton redevelopment begins to add another resident 5 beds.

Our Purpose

To provide high-quality rights based person-led care in a safe, respectful and nurturing environment.

OUR VALUES

EMPATHY	RESPECT	DIVERSITY	INTEGRITY	INNOVATION
KIND	DIGNITY	INCLUSIVE	TRUTH	EXCELLENCE
CONSIDERATE	VALUE	CHOICE	HONESTY	RESILIENCE
PATIENT	TRUST	PERSON CENTRED	ETHICAL	CREATIVE

OUR CARE AND SERVICES

Continue to provide **exemplary** care and services to all Boandik clients

Exceed compliance requirements across Boandik care and service domains

Lead dementia care models of service delivery in the region

OUR WORKFORCE

Attract and retain a **skilled**, knowledgeable and **capable** workforce

Further **develop** governing body and senior leadership capability

Cultivate a vibrant and inclusive workplace culture

SUSTAINABLE FUTURE

Achieve financial surpluses across all areas

Invest in **innovative** and **flexible** service delivery models to meet community needs

Enhance focus in **contemporary** marketing strategies to **grow** our brand

Board Chair's Report

Caring for you, wherever you call home.



On behalf of the Boandik Board, it is a privilege to present the Chair Report for the 2025-26 financial year; a standout year filled with memorable milestones, modern renewal and a calm, steady focus on putting residents at the heart of everything we do.

The aged care sector continues to navigate an evolving environment defined by increasing regulatory demands and systemic reform. Adapting to these enhanced requirements has required agility, resources, and focused effort across every layer of Boandik. I am proud to report that our team's response to these challenges has been outstanding. Through careful operational adjustments, we have not only met these high standards but have ensured that the ultimate outcome remains where it belongs: delivering an exceptional quality of life, comfort, and safety for residents.

This year marked the exciting redevelopment and opening of the Moore Court Memory Support Unit. There has been immense satisfaction in watching residents settle into this thoughtfully designed environment. Seeing them enjoy a calming space that truly feels like home and reuniting local families who's loved ones living with Dementia, have been able to return to the Limestone Coast, reinforces the heart of our mission.

Looking ahead, our future is filled with momentum. Thanks to a successfully secured capital funding grant, major upgrade works are currently underway on our Sutton unit at Boandik Kessal (Lake Terrace). This project will deliver five additional residential beds to help meet local demand, a revitalised reception area, hair salon and a modern café space to improve engagement and everyday enjoyment for residents.

These enhancements directly mirror our commitment to strong, person-centred care, ensuring our homes remain vibrant, comfortable, and tailored to the diverse and holistic needs of those we serve.

Throughout the year, the Board has actively implemented our Strategic Plan 2025–2029, establishing a clear and robust framework to drive continuous growth, innovation, and excellence in our care and service delivery.

Celebrating Boandik's 70th birthday in 2026 highlights seven decades of evolution alongside our region, supported by our community, staff, and families and we stand proudly in a strong position to navigate the future with confidence.

It was a highlight to see team members recognised with Values Awards at our recent 70th Birthday Gala event, honouring those who consistently embody the spirit and principles of the Boandik values in their daily work.

These staff members were nominated by their colleagues, and the high number of nominations alone is a clear reflection of our staff living our values every day.

In closing, I extend my gratitude to my fellow Board members for their stewardship and vision, to our CEO Pamela Alde, and the Boandik Leadership Team for their steadfast direction, and most importantly, to our staff. You are the heart of our success. Your compassion and daily commitment ensure Boandik remains a trusted, vital, and cherished part of our community well into the future.

Vicki Quinn
Chair, Boandik Board

BOANDIK ESTABLISHED IN 1956 BY THE COMMUNITY FOR THE COMMUNITY

WE WELCOMED 117 NEW STAFF, GROWING OUR TEAM TO 491

NOT-FOR-PROFIT PROVIDER OF AGED CARE, AND COMMUNITY SERVICES OPERATING ACROSS THE LIMESTONE COAST

CONSISTENTLY EXCEEDING THE TOTAL CARE MINUTES ACROSS ALL SITES

COMMITTED TO CARE WITH 38.47% OF RESIDENTS RECEIVING CARE DESPITE FINANCIAL DISADVANTAGE

Annual Report

Boandik in Numbers

WITH 64 VOLUNTEERS CONTRIBUTING OVER **16,150 HOURS,** THEIR DEDICATION CONTINUES TO MAKE A PROFOUND IMPACT ON THE BOANDIK COMMUNITY

104 RESPITE ADMISSIONS IN 25/26 WITH AN AVERAGE STAY OF 32.73 DAYS

AVERAGE OCCUPANCY OF **97.59%** IN FY25/26 EQUATING TO **79,077** BED DAYS ACROSS OUR THREE RESIDENTIAL HOMES

3 OUR RESIDENTIAL HOMES IN MOUNT GAMBIER ARE ALL FULLY COMPLIANT WITH THE **AGED CARE QUALITY AND SAFETY COMMISSION**

Chief Executive Officer's Report

Empathy Respect Diversity Integrity Innovation

Seventy years is a remarkable milestone for any organisation.

For Boandik, it represents seven decades of caring for older people, supporting families, employing generations of local people and being part of the fabric of our community.

So, while this year has been one of considerable change and achievement, celebrating Boandik's 70th birthday provided an important opportunity to reflect on where we have come from – and, perhaps more importantly, where we are going. And there is much to look forward to.

Over the past year, we have continued to invest in Boandik with a clear focus on ensuring the organisation remains strong, contemporary and ready for the future. Some of that change can be seen immediately.

The completion of the Moore Court redevelopment has transformed an important part of our residential environment and strengthened the way we support people living with dementia.

Work has commenced on the Sutton project, while the redevelopment of the Allan Scott Centre has created a very different working environment for our teams, including 16 additional workspaces and a dedicated training facility.

Our completed Masterplan now gives us a longer-term vision for Boandik's physical environment and will guide how we invest in our buildings and assets over the years ahead. But not all progress can be measured in bricks and mortar.

This year we implemented our Strategic Plan, providing greater clarity about our priorities and the organisation we want Boandik to become.

We have continued our focus on workplace culture and on making our values something that can be seen in the way we work.

Our staff appreciation initiatives have continued, and this year we introduced our inaugural values-based staff awards.

Top Images: Artist renders of the reception area and sitting area in the new Sutton Project.
Bottom Images: Redeveloped Moore Court Dementia Support Unit.











Chief Executive Officer's Report



Presenting those awards at our 70th Birthday Gala was a highlight for me.

We deliberately made the Gala a celebration of our people. Boandik's history has been built by generations of staff, volunteers, Board members and community supporters, and our current workforce is now writing the next part of that story.

There has also been considerable work happening behind the scenes.

We launched a new Boandik website, continued to strengthen our governance, quality, clinical and risk systems, and undertook substantial preparation for provider re-registration and the changing aged care regulatory environment.

Our Retirement Living operations have also received renewed attention, with stronger governance, systems and processes supporting this important part of Boandik.

Importantly, we have continued to do all of this from a position of financial strength. Despite the significant cost, workforce and regulatory pressures affecting aged care providers nationally, Boandik has again delivered a healthy operational surplus.

For a not-for-profit organisation, a surplus is not simply a financial result. It is what allows us to reinvest – in our buildings, our workforce, our systems and the quality of the services we provide.

Images below and right: The Staff Value Awards presented at the Boandik 70th Birthday Gala Dinner at The Barn.



The next chapter

There is no question that aged care is becoming more complex.

The sector is changing rapidly and regional providers face particular challenges in attracting and retaining people, managing increasing costs and responding to greater regulatory and community expectations. But Boandik has something very valuable on which to build.

We have 70 years of history, deep community connections, committed people, a clear strategy and an organisation that has demonstrated its capacity to change. Our responsibility now is not simply to preserve what previous generations have built. It is to build on it.

To keep improving. To remain relevant. To make thoughtful decisions about where we invest. And, above all, to ensure the people who choose Boandik continue to receive the care, dignity, respect and quality of life they deserve.





Chief Executive Officer's Report

Thank you
None of what we have achieved this year happens without people.

To our staff, thank you for the professionalism, compassion and commitment you bring to Boandik every day.

To our volunteers, thank you for giving so generously of your time and for the contribution you make to the lives of the people we support.

To our residents, clients and families, thank you for continuing to place your trust in Boandik.

I also thank our Executive and management teams for their leadership and determination throughout another demanding year, and the Boandik Board for its stewardship, support and commitment to the organisation.

Seventy years gives us a great deal to be proud of.

But Boandik's story is not finished.

The work we have undertaken this year has laid important foundations for what comes next – and I believe the next chapter of Boandik's story is one worth looking forward to.

Pamela Alde
Chief Executive Officer





Above and right Image: The 2026 Boandik Long Lunch

Bottom Image: Board members and Senior Leadership staff at the Boandik Long Lunch - our Major Fundraising event for 2026



The Moore Court Memory Support Unit Opening

On 13th May 2026, the newly redeveloped Moore Court Memory Support Unit was officially opened at our Kessal site by Her Worship Lynette Martin OAM, Mayor of Mount Gambier.

The $3.5million purpose-built unit, has eleven beds and features the latest technology and design features to provide the highest standard of care for people living with advanced dementia.

Project funding for the new unit was secured through the Australian Government's Aged Care Capital Assistance Program (ACCAP), with an additional $1,200,000 provided by Boandik.

Boandik CEO Pamela Alde said it was exciting to see the new accommodation finally open with a hand-selected team of staff at the helm. "We expect this new service will play a crucial role in alleviating pressure on existing aged care services in the Limestone Coast." Dr Alde said.

The number of Australians living with dementia in 2026 has increased to an estimated 446,500, according to research released by Dementia Australia earlier this year.

Images: Dignitaries, invited guests and senior staff attend the Moore Court official opening.



Corporate Governance Statement

Governance - A Commitment to Responsibility and Sustainability

Boandik Lodge Incorporated, trading as Boandik, operates under a robust framework for responsible and sustainable governance. This framework is designed to ensure that the organisation conducts its operations and activities with the highest level of responsibility, integrity, and sustainability.

To guide the Board, management, and staff in achieving these objectives, Boandik has meticulously developed a series of policies that outline the expectations and standards to be upheld across various facets of the organisation.

The framework for responsible and sustainable governance encompasses Boandik's dedication to key areas, including:

Stakeholder Engagement: Boandik recognises the significance of engaging with its stakeholders. The organisation is committed to fostering open and transparent communication with stakeholders, valuing their input and feedback.

Governance: A strong governance structure is fundamental to the effective functioning of Boandik. The organisation places a high priority on adherence to governance principles, ensuring accountability, transparency, and ethical decision-making.

Risk Management: Boandik is proactive in identifying, assessing, and managing risks associated with its operations. A comprehensive risk management strategy is in place to safeguard the interests of the organisation and its stakeholders.

Main Image: Aerial view of Boandik Lake Terrace including the Retirement Living Units



Corporate Governance Statement

Environmental Responsibility: Boandik acknowledges its responsibility to the environment and is committed to sustainable practices. The organisation endeavours to minimise its ecological footprint and contribute positively to environmental conservation.

Community Engagement: Boandik is deeply connected to the communities it serves. The organisation actively engages with the community, understanding and responding to its needs to foster mutually beneficial relationships.

Human Resources: Boandik places a strong emphasis on its people. The organisation is dedicated to creating a supportive and inclusive workplace that values diversity, prioritises employee well-being, and provides opportunities for professional growth.

Financial Affairs: Boandik maintains a commitment to sound financial management. The organisation operates with transparency and accountability in financial matters, ensuring the responsible stewardship of resources.

Roles and Responsibilities of the Board and Management
The Boandik Constitution identifies the Board's roles and responsibilities, its membership and operation, and the responsibilities that may be delegated to committees and/or to management.

The Board has established four standing committees to assist in performing its responsibilities, by examining in detail particular issues and making recommendations to the Board in relation to Finance Audit & Risk, Quality & Safety, Planning & Development, and Community Engagement & Fundraising, as well as Corporate Governance.

Key areas of focus for the Board in FY25/26

Rights-Based Culture and Governance
- Align board oversight with the statutory Statement of Rights (autonomy, choice, dignity, and freedom to take risks).
- Monitor Executive reporting on consumer-led care planning across Boandik Community Care (Limestone Coast) and residential homes (Mount Gambier).
- Uphold new governing body legal duties under the Act.

Strengthened Quality Standards Compliance
- Pivot internal quality audits from compliance to consumer experience outcomes across the 7 Standards (Individual, Organisation, Care/Services, Environment, Clinical Care, Food/Nutrition, Community).
- Track clinical governance metrics (dementia care, infection control, falls prevention, and dietitian-informed dining).

Financial, Prudential, and Operational Readiness
- Manage updated prudential requirements and fee/accommodation caps.
- Oversee workforce screening compliance, staff training on the Code of Conduct, and whistleblower protections.
- Prepare systems for transitional Support at Home and the provision of regional home care services.

Ensuring Boandik's compliance with the Associations Incorporation Act 1985, Aged Care Act 2024, the Aged Care Quality and Safety Commission Act 2018, Work Health and Safety Act 2012, Workplace Gender Equality Act 2012 and all other statutory requirements.

Board Members



Vicki Quinn - Board Chair
Vicki is an experienced real estate professional with more than two decades of service in the region. Vicki has played a key role in advancing strategic priorities and is dedicated to ensuring Boandik continues to provide compassionate, high quality aged care services that support dignity, safety and independence for older people in the Limestone Coast.



Jayne Downs - Deputy Chair
Jayne has deep roots in the South-East and a long-standing commitment to the wellbeing of the local community. Her motivation to serve on the Boandik Board reflects her dedication to supporting older Australians and enhancing regional services. Jayne brings strategic insight, governance experience and a strong focus on person-centred care to the Board.



Heather Teakle - Treasurer
Heather's motivation to serve on the Boandik Board reflects her strong commitment to community wellbeing and service. She brings practical insight, healthcare experience, dedication to community support and a collaborative approach to decision-making, all grounded in her local knowledge and long-standing community involvement.



John Williamson
A Mount Gambier–based solicitor and principal of ASW Lawyers, John has extensive experience across family law, criminal law, commercial matters, estate planning and dispute resolution. John joined the Board of Boandik to contribute his legal and governance expertise in support of quality aged care services in the region.



Karen Olive
Karen has deep connections to the Limestone Coast and extensive experience in regional health and community services. She has held leadership roles managing programs that provide mental health, allied health, and community support services. Her motivation to serve on the Board reflects her commitment to regional wellbeing and community service.



Paul Bullen
Paul has extensive experience in healthcare leadership across the Limestone Coast. His career spans clinical leadership, service delivery and health system management, providing strong expertise in patient care, workforce leadership and health service governance and brings a wealth of expertise to the Board.

Director Independence
Directors are expected to exercise independent character and judgment at all times during Board deliberations. To be considered independent, they must meet the definition of independence and remain free from any material relationships or circumstances that could; or could appear to compromise their objectivity.

The Board has in place a Governance Policy and each Director provides regular updates of their interest, positions, associations and relationships, and the Board regularly assesses the independence of each Director in light of the interests disclosed.

Board Skills Mix
In addition to base-level competencies expected of all directors, the Board requires collective, advanced-level expertise in finance, risk management, legal and governance, the Aged Care industry, business strategy, business development, marketing, information technology, and human resource management.

Board Performance Evaluation
Each year, the Chairperson will lead a comprehensive performance review of the Board, its committees, individual Directors, and the CEO. Board and committee evaluations will cover strategy, policy setting, management interaction, business performance monitoring, and risk management, while individual Director reviews will focus on preparation, attendance, and contribution. Additionally, the CEO's review will evaluate key performance indicators aligned with Boandik's vision and values.

Our Executive Team



Pamela Alde - Chief Executive Officer
With over 35 years' experience in healthcare and aged care, including senior management and executive leadership roles, Pam brings a unique combination of clinical, operational and strategic expertise.

Pam's experience, values and commitment to personled care make her the ideal leader for Boandik. She is dedicated to supporting residents, clients and families, fostering strong relationships with staff and partner providers and guiding the organisation through growth, sector reform and evolving community needs.



Angela Gosden - Executive Manager People and Culture
With extensive experience in human resources and people leadership Angela brings expertise in building highperforming teams, strengthening employee experience and fostering inclusive, values driven workplaces.

Angela is passionate about supporting staff to deliver exceptional care and services and works collaboratively across all levels of the organisation to champion professional development, wellbeing and talent retention. Her commitment to empowerment, positive culture and effective people practices makes her a key driver in ensuring Boandik remains an employer of choice and continues to attract and retain engaged, capable professionals.



Annabel Schwarzrock - Executive Manager Clinical and Client Services
Overseeing the delivery of high-quality clinical care and client services across the organisation, Annabel has extensive experience in healthcare management and brings expertise in clinical governance, service excellence and person centred care.

She is passionate about ensuring residents and clients receive safe, compassionate and responsive care and works closely with staff, residents and partner providers to implement best practice clinical standards, support continuous improvement and promote positive outcomes. Her leadership strengthens Boandik's commitment to quality, dignity and independence for older people in the Limestone Coast community.



Jennie Stinson - Executive Manager of Finance
With extensive experience in finance and accounting within the health and community services sector, Jennie brings expertise in budgeting, financial management, risk oversight and strategic planning.

Jennie is committed to ensuring Boandik operates sustainably while delivering high-quality care. She works collaboratively across the executive team and with the Board to provide sound financial guidance, strengthen accountability and support decision-making that balances operational efficiency with the organisation's purpose.

Committee Members

Boandik thanks the Directors and Committee members for their support to the governance of the organisation

Finance, Audit & Risk Committee
Heather Teakle (Chair)
Jayne Downs
Pamela Alde
Jennie Stinson
Annabel Schwarzrock
Paul Bullen (part year)

Board Quality and Safety Committee
Heather Teakle (Chair)
Jayne Downs
Pamela Alde
Angela Gosden
Annabel Schwarzrock
Casey Schutz
Heidi Pfeiffer
Jane Templer
Skye Bowen
Kym Clissold
Paul Bullen (part year)
Shelli Loxton (part year)
Stacey Stafford (part year)
Nina Thompson (part year

Community Engagement and Fundraising Committee
Paul Bullen (Chair)
Vicki Quinn
Pamela Alde
Annabel Schwarzrock
Yolande Langford
Stacey Stafford (part year)
Jane Templer (part year)
Casey Schutz (part year)
Amanda Linnell (part year)
Nina Thompson (part year)

Capital Assets and Infrastructure Committee
Jayne Downs (Chair)
Vicki Quinn (part year)
Pamela Alde
Paul Bullen
Mark Teakle (Special advisor)
Michelle Bartholomaeus

Key changes to Aged Care funding

- CARE
- EVERYDAY LIVING
- ACCOMMODATION
- HOME CARE

2022

- **Oct 22** — ACFI replaced with AN-ACC

2023

- **Jul 23** — Hotelling supplement commenced $10.80 per resident
- **Jul 23** — Introduction of AN-ACC pricing recommendations by IHACPA
- **Oct 23** — Minimum care minute targets commenced

2024

- **Jul 24** — Abolition of ACAR bed licencing
- **Oct 24** — Care minutes increased to 215 min with 44 RN mins per resident

2025

- **Jan 25** — Max room pricing increases to $750,000 with no IHACPA approval
- **Nov 25** — Support at Home commences
- **Nov 25** — HELF replaces additional and extra services
- **Nov 25** — 2% RAD retention (new residents)
- **Nov 25** — New residents co-contribute to hotelling supplement and non-clinical care.
- **Nov 25** — New Strengthened Aged Care Quality Standards commence

2026

- **Apr 26** — Independent review of RAC Accommodation Pricing
- **Jun 26** — IHACPA provides Support at Home pricing advice

2027

- **Mar 27** — Accommodation supplement new tiered system commences

2028

- **Mar 28** — $20 increase to accommodation supplement (>60% concessional)

Positions Held

Chief Executive Officer	Dr Pamela Alde
Executive Manager Finance	Ms Jennie Stinson
Executive Manager of People & Culture	Ms Angela Gosden
Executive Manager Corporate and Client Services	Mr Paul Bullen (part year)
Executive Manager Clinical and Client Services Senior Manager Clinical Services	Ms Annabel Schwarzrock (part year) Ms Annabel Schwarzrock (part year)
Manager Community Services	Ms Kym Clissold
Manager Retirement Living, Corporate Assets and Infrastructure	Michelle Bartholomaeus
Board Chairperson Board Deputy Chairperson Board Treasurer	Ms Vicki Quinn Ms Jayne Downs Ms Heather Teakle
Board Members	Ms Vicki Quinn Ms Jayne Downs Ms Heather Teakle Mr John Williamson Ms Karen Olive Mr Paul Bullen (part year) Ms Stacey Stafford (part year)
Chairperson Board Sub Committees: Finance, Audit & Risk Capital Assets & Infrastructure Quality & Safety Community Engagement & Fundraising	 Ms Heather Teakle Ms Jayne Downs Ms Heather Teakle Mr Paul Bullen
Residential Managers: Boandik Lake Terrace Boandik Crouch Street Boandik Crouch Street Boandik St Mary's	 Ms Jane Templer Ms Shelli Loxton (part year) Ms Nina Thompson (part year) Ms Casey Schutz
Auditors	McLaren Hunt

Executive Manager Clinical and Client Services Report

The past financial year has been one of significant progress, innovation, and continued development across Boandik's residential and home care services. Amid ongoing sector reform, we remain focused on what matters most: supporting residents to live with dignity, choice, and independence, ensuring they and their families remain at the centre of care decisions.

Embracing Aged Care Reform
In preparing for the new Aged Care Act and the Strengthened Aged Care Quality Standards, we have undertaken significant work to review our existing systems, policies, procedures and practices to ensure they continue to support high-quality person-centred care. Beyond compliance, these reforms have allowed us to strengthen genuine partnerships with residents and their families. Our workforce has embraced this evolution, with ongoing education and professional development remaining key priorities.

Main Image: St Mary's residents Margaret McEwan and Noela Hellyer enjoying a laugh together.

Strengthening Resident & Family Feedback
Aligning with the strengthened standards, we have enhanced our compliments and complaints processes to give residents and families clearer, more accessible avenues to share their experiences. This constructive feedback drives continuous improvement, while compliments allow us to celebrate staff successes and reinforce our caring culture and the standards that are important for residents, families and Boandik.

Investing in our Homes and Services
While responding to significant sector reform, we have continued to invest in facilities, infrastructure and services. A major highlight was the redevelopment of the Moore Court Memory Support Unit at Lake Terrace, providing a modern, safe, and dignified environment for residents requiring specialised care.

Across our services, further improvements have included room renovations and upgrades to core technology; including additional IT infrastructure and a new phone system, allowing our staff to work more efficiently and spend time where it matters most; supporting our residents.





Executive Manager Clinical and Client Services Report

Innovation, Partnerships and Quality Improvement
Boandik actively engaged in key sector initiatives this year, including palliative care projects to enhance compassionate end-of-life care, and a Quality Indicator trial focused on medication management. These activities demonstrate our commitment to continuous improvement and evidence-based practice.

Celebrating the Maggie Beer Project
Our participation in the Maggie Beer project concluded successfully on 31 December 2025, transforming the management of food and dining, which has had a positive and significant impact across the kitchens in our three Residential homes. The initiative inspired our kitchen teams to experiment with fresh ingredients, flavours, and presentation, enhancing nutrition, creativity, and daily dining enjoyment for all residents.

The project has generated much enthusiasm, creativity and confidence within our kitchen teams and reinforced the importance of food and the dining experience as an integral part of residents' wellbeing and quality of life.

Building on this success, Boandik will continue its engagement with the Maggie Beer program building on the knowledge, enthusiasm and improvements already achieved.

Looking Forward
This year of substantial change and achievement was made possible by the resilience, skill, and commitment of our staff.

As we enter the next financial year, we will continue embedding the new aged care standards into daily practice, ensuring every resident feels heard, valued, respected and genuinely at the centre of their care.

Annabel Schwarzrock
Executive Manager Clinical & Client Services

Main Image: Maggie Beer Foundation Chef Trainer Mentor Michael Nam, with Boandik Head Chef Andres Garcia and St Mary's Resident Christine Miles chat about the food quality in their regular Food Forum Meetings.



Executive Manager People and Culture Report

Boandik is powered by a diverse team of over 500 employees providing quality care across residential aged care, community services, housekeeping, maintenance, and corporate support.

Over the past 12 months, People and Culture has focused on supporting our staff, strengthening operational governance, and positioning Boandik as an employer of choice across our region. In an environment where aged care providers nationally face significant workforce and recruitment pressures, Boandik has maintained a highly stable foundation. Our annual staff turnover rate continues to sit below the national aged care benchmark, while targeted recruitment across clinical, care, hotel services, and corporate teams has driven positive overall headcount growth.

To build on this stability, our strategic focus over the past year has centred on enhancing the early employee experience, ensuring that new team members are well supported and equipped for long term careers with Boandik.

We take immense pride in our rich, multicultural workforce, represented by team members from a plethora of different cultures and backgrounds, creating an inclusive and vibrant care environment for our residents and clients.

Our workforce also reflects a valuable blend of emerging talent and deep organisational experience, with a significant portion of our team bringing mature expertise and long service that provides a strong, reliable foundation across our services.

To expand our clinical and operational capacity in alignment with the strengthened Aged Care Quality Standards, People and Culture has driven a range of proactive recruitment, development, and industrial relations pathways.



Image Right: Crouch Street staff celebrate Aged Care Employee Day.

Main Image Below: St Mary's staff enjoying the 70th Birthday Gala Dinner



Executive Manager People and Culture Report



Over the past year, we have successfully filled key leadership and coordination roles, expanded our local trainee and apprenticeship programs in partnership with technical colleges, and welcomed international registered nurses through strategic migration programs. We are also currently in the process of negotiating new Enterprise Agreements with our Nursing and Aged Care staffing work groups, aiming to deliver fair, sustainable conditions that reflect the vital contribution of our frontline workforce.

Alongside attraction and industrial updates, we have enhanced our ongoing development processes by introducing a new values based appraisal template to ensure performance discussions align closely with our core organisational values and individual career growth.

Fostering an inclusive, safe, and supportive culture remains central to our workforce strategy. Early insights from our workforce climate and culture survey demonstrate strong alignment across our teams, with staff reporting high clarity regarding their quality and safety expectations, confidence that residents and clients are treated with dignity and respect, and a strong sense of safety in speaking up and asking questions.

To ensure our staff feel heard and valued, we continue to act on employee feedback by refining shift rosters, enhancing internal communication, conducting early-tenure check ins, and celebrating team achievements through values based recognition awards.

We have also continued to strengthen our workplace health, safety, and emergency governance. Within the emergency management space, we have elevated our operational preparedness through the rollout of educational training videos and a dedicated focus on improving learning outcomes from emergency drills.

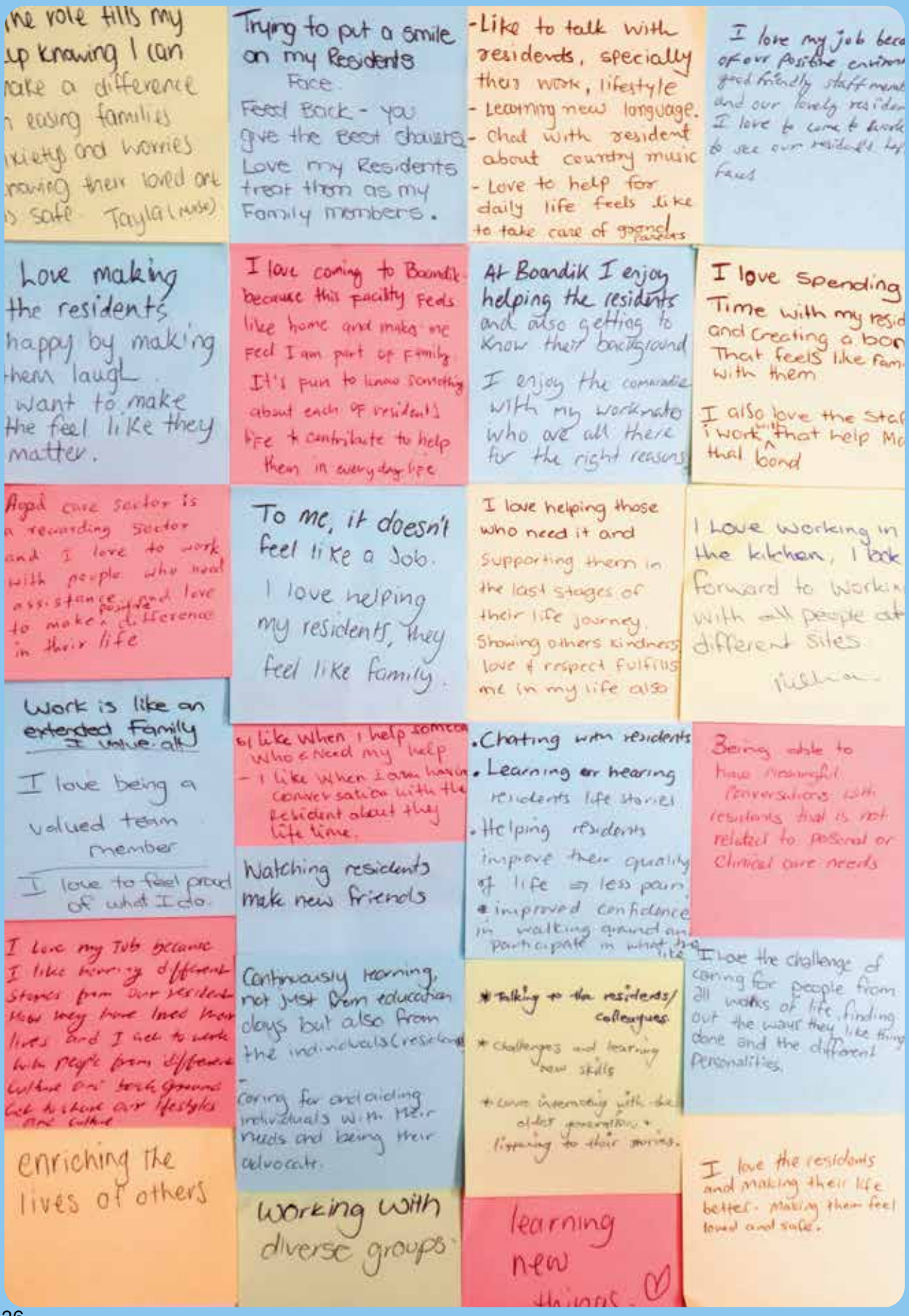
Looking ahead, our focus remains on providing genuine, practical support for our staff so they can continue delivering care to our residents and community members.

Angela Gosden
Executive Manager People and Culture

Main Image: Lake Terrace Staff after the fun and frivolity of the Staff vs Residents Paper Races



What our staff think



Milestones in **2026**

Celebrating our staff and volunteers for their incredible milestones - recognising years of service, commitment to Boandik and the lasting impact they make every day.



LOYALTY

5 YEARS SERVICE

*Ruth Hein**

*David Kennedy**

*Hilda Leamey**

* Volunteers



IMPACT

10 YEARS SERVICE

Kwan Boonriw

Jennifer Cawthorne

Rosita Climas

Jerri-Lee Cooper

Sonya Crute

Ann Dwyer

*Dennis Edwards**

Gina Eylward

Graham Fix

David Hughes

Melissa Lawson

*Ian Mallard**

Alison Marks-Newton

Cheryle McKeon

Megan Mobbs

Daryl Naismith

Carissa Neale

Aimable Nshimirimana

Tanya Potter

April Sochacki

Robyn Todd

Merridy Vos

Nicole Weistra



EXPERTISE

15 YEARS SERVICE

*John Ditcham**

Tracey Gray

Sheila Manuel

Sandra Mustart

*Denis O'Carroll**

*Eric Roughana**

Tracey Wilson



INSPIRING

20 YEARS SERVICE

Debbie Brockie

Kym Clissold

*Carmel Flynn**

Michelle Haebich

Emma Heron

Laura Marcinowski

Lisa Sanders

Janice Watson

Julieanne White



KNOWLEDGE

25 YEARS SERVICE

Cassie Hunter

Debby-Ann Slaven

Tamara Soper-Cook



LEGACY

30 YEARS SERVICE

David Hill

Karyn Lovekin

Thank you for your positive impact and service to Boandik and the work we do.






FOXWOOD


Congratulations
30 years
Boandik Crouch St


Congratulations
20 years
Boandik
St Marys


GRINCH
GRINCH
BOOGIE




































Manager of Retirement Living, Corporate Assets & Infrastructure Report

The 2025–26 year has been characterised by growth, change, and continuous improvement across Boandik with a strong focus placed on ensuring services, infrastructure, and systems remain responsive to the needs of residents, staff, and the broader organisation.

Across Retirement Living, Corporate Assets and Infrastructure, efforts centred on responsible stewardship, building capability, and navigating a significant period of investment and organisational change.

While much of this foundational work occurs behind the scenes, from safe buildings to reliable technology, it directly underpins Boandik's ability to deliver high-quality care and services.

Retirement Living
Boandik's Retirement Living communities across Mount Gambier and Port MacDonnell remain a vital link to older people on the Limestone Coast, supporting independent living and strong community connection.

Image Below: Sophie and Michelle - Retirement Living team with Volunteer Coordinator Mandy.



In 2025–26, units maintained 100% occupancy alongside strong prospective enquiry. Alongside meeting this demand, Boandik strengthened governance and operational foundations while maintaining the communication, engagement, and resident-focused culture central to these communities.

Asset and Infrastructure Stewardship
The physical environment is fundamental to resident wellbeing and service delivery. During the year, Boandik strengthened its approach to preventative maintenance, forward planning, and long-term asset stewardship.

The Maintenance Team played a central role, supporting daily operations as well as major capital programs, including the Moore Court redevelopment, the Allan Scott Centre refurbishment, and preparatory works for the Sutton redevelopment. Their practical expertise ensured minimal operational disruption, smooth relocations, and complete readiness for newly upgraded spaces.

Image Below: Board Chair Vicki Quinn & Retirement Living resident Lyn.





Technology and Organisational Resilience
Technology continues to play an integral role in workforce communication and care delivery. Infrastructure investments during the year enhanced site connectivity, Wi-Fi capabilities, hardware, and critical resident-facing systems like nurse call systems to safeguard care continuity across all Boandik sites.

Parallel efforts in ICT governance and cyber resilience created a more secure, reliable digital environment that supports staff, protects information, manages organisational risk and enables the effective delivery of services.



Image Above: Muriel and Annette.

Image Below and Right: Retirement Living residents enjoying High Tea and each other's company.



Embracing Change
Across all portfolios, Boandik has embraced evolving practices and more planned, sustainable ways of working. These changes reflect a broader shift towards embracing a willingness to evolve and strengthen Boandik. This progress relies on the adaptability, collaboration, and dedication of staff across the organisation.

As we look ahead, the focus remains on strong foundations and responsible stewardship to ensure Boandik's assets, infrastructure, technology, and Retirement Living services remain well-positioned to support residents, staff and the community into the future.

Michelle Bartholomaeus
Manager of Retirement Living, Corporate Assets and Infrastructure








POLICE















Manager of Community Care Report

Boandik Community Care has experienced significant change in the last 12 months. In November 2025 a financial and operational review was undertaken to inform planning for our future direction and to ensure ongoing sustainability.

Careful consideration went into some hard decisions, including the closing of our Bordertown and Millicent offices, and ceasing provision of services to NDIS participants so we can concentrate on our core business of aged care, and best supporting our local communities.

On 1 November 2025, the Home Care Package program transitioned to the Support at Home program. This has provided some major challenges which we continue to work through in collaboration with our home care client management system vendor (Visualcare), Services Australia and the Department of Health, Disability and Ageing.

The Commonwealth Home Support Program (CHSP) which is an entry-level program, continues to support people to live safely and independently at home through a range of services. Domestic assistance, including general house cleaning, laundry services and shopping assistance, remains the highest sought-after support, followed closely by gardening/lawn mowing.

The other services we provide under this program include personal care, Allied Health - Physiotherapy, social support and community engagement, and transport.

Our social groups, Ascot Club and Men's Group, are both full and continue to provide essential social and community connections for the people who attend. Participants enjoy a range of outings and in-house activities that are planned collaboratively with each group. Boandik Community Care provides supports to approximately 520 CHSP participants across the Limestone Coast.

Recently the government announced that the transition of CHSP into the Support at Home program is to be delayed. The Commonwealth Home Support Program will be extended as a standalone program until 30 June 2029.

The number of people we support under the Support at Home program is steadily increasing, averaging 140 participants this year compared to 136 in the 2024/25 period and 133 in the 2023/24 period.

The Support at Home program provides an ongoing budget, depending on assessed need and level approved/assigned, for people with more complex needs that are beyond the scope of the Commonwealth Home Support Program. The program also provides separate funding streams for people to access assistive technology and home modifications.

Private services are also available to those who wish to secure support above and beyond what their subsidised services allows for, or those who wish to avoid the 'red tape' requirements of government subsidised programs.

Image Below: Updated window signage at our Naracoorte office.



Manager of Community Care Report



The Community Wellbeing Centre facilities continue to be well utilised. The hydrotherapy pool has consistent weekly attendance and is also utilised by several physiotherapists and their clients, and some sporting groups.

Unfortunately, we have experienced a couple of necessary closure periods in addition to the annual shut down for maintenance over Christmas/New Year to replace plant and equipment vital for maintaining acceptable chlorine and temperature levels for patron health, wellbeing and comfort.

Stafford's Gym hosts physio led groups, Strength for Life and Lungs for Life, as well as providing times slots for people to work through physio developed personalised exercise plans.

The Boandik Community Care team comprising of 8 care partners, 70 support workers, 4 gardeners and 3 administrative and rostering staff work hard to deliver high-quality, personalised support tailored to the unique needs of participants across the Limestone Coast region.

Looking ahead to the upcoming year, the team remains committed to expanding local engagement, refining service delivery, and fostering meaningful connections to empower participants and enhance overall community well-being.

Kym Clissold
Manager Community Care

Main Image: Ascot Club Members enjoying a day trip to Donovans on the Glenelg River.














Main Image: Men's Group Participants visited Murray Langford's shed to chat about truck restoration.

Highlights of our year

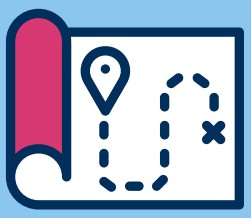


729

customers continued living independently in their own homes with support from our **Home and Community Care** team

04

office locations across regional South Australia including Bordertown, Millicent, Mount Gambier, and Naracoorte in 25/26





46,797

care services were provided in 24/25

47,837

hours of service was provided



Volunteer & Groups Coordinator's Report

The 2025–26 year has been another remarkably busy and rewarding period for the Volunteer Program at Boandik. Our volunteers continue to sit at the heart of our community, offering companionship, practical assistance, and genuine care across all of our services.

16,150 Volunteer Hours
This year, volunteers dedicated over 16,150 hours to our residents and clients, with every hour reflecting true compassion, connection, and devotion to enhancing the daily lives of those we support.

New Volunteer Onboarding
The program's growth remained strong as we welcomed eight new volunteers following their formal induction, all of whom are now actively supporting our residential, community, and transport services.

Our volunteer network delivered pivotal support across all operations throughout the year.

Transport Support
Transport volunteers provided assistance to residents across all three of our residential homes, Ascot Club, the Community Men's Group, and Retirement Living residents by helping them attend social functions, support groups, outings, and visits to local dining venues and attractions.

New Fleet Addition Ordered
St Mary's has reached a major milestone with the purchase and order of a new bus, which was delivered in September 2026 and is expected to expand travel opportunities across the region for our residents.

Main Image: Volunteer Coordinator Amanda Linnell with our oldest volunteer Mr Eric Roughana at 99 years young. Eric has supported Boandik as a Volunteer, Board Chair and Board member for the last 60 years.



Volunteer & Groups Coordinator's Report



National Volunteer Week Recognition
The extraordinary contributions of our volunteer workforce were formally acknowledged on Monday, May 18th, during National Volunteer Week, when over 50 volunteers joined Board members and our Chief Executive Officer Pamela Alde for a celebratory afternoon tea and certificate presentation.

Updated Induction Program
Looking ahead, strategic initiatives are actively shaping the future of the program. Work is currently underway on a revised induction framework which aligns directly with the new Aged Care Quality Standards, ensuring our onboarding process remains rigorous and up to date.

Volunteer Study Days
Planning for ongoing volunteer development is in progress to introduce formal training and study days specifically tailored for our volunteers, expected to be rolled out within the next 12 months.

On behalf of the Board and Executive, we extend our most sincere appreciation to every volunteer for your invaluable service, dedication, and ongoing commitment to the Boandik community.

Amanda Linnell
Volunteer and Groups Coordinator

Images below: Some of our wonderful Boandik volunteers.













Financial Summary

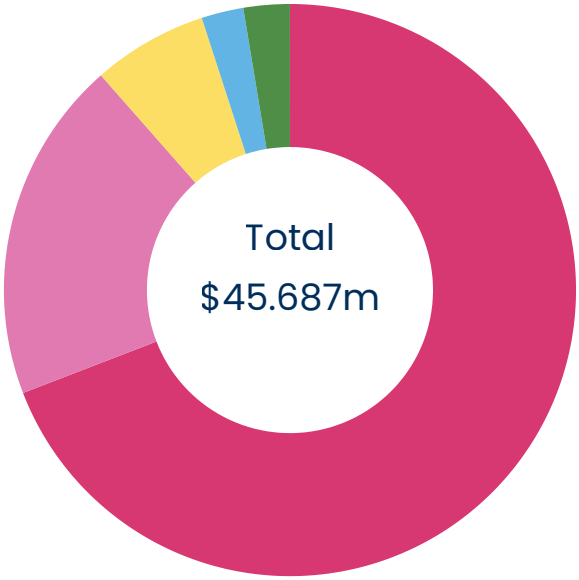
While responding to significant sector reform, we have continued to invest in facilities, infrastructure and services. In the last financial year, 98.9% of our revenue went back into supporting our residents and helping our community thrive.

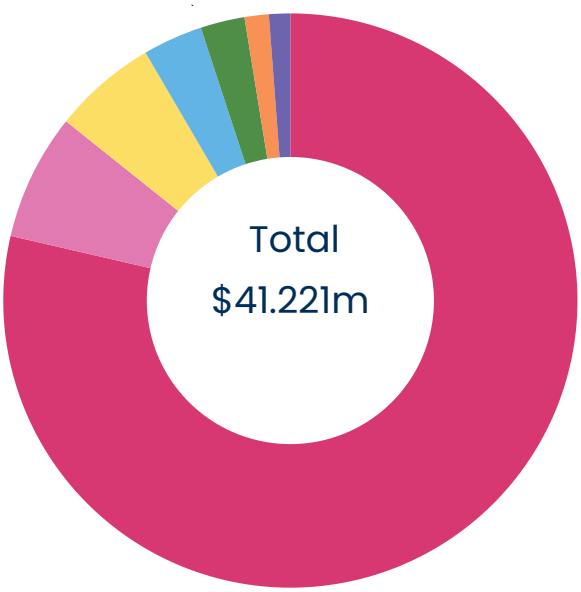
$45.687m
Revenue

$4.466m
Surplus

98.9%
Revenue spent supporting residents

$40.618m
Net assets





What we earned

	$'000
Operating Grants from Govt.	$31,590
Resident & Client Fees Received	$8,848
Capital Grants	$2,970
Interest	$1,085
Other Receipts	$1,194
Total	**$45,687**

What we spent

	$'000
Salaries & Wages	$32,406
Other Operating Costs	$2,933
Supplies & Consumables	$2,412
Depreciation	$1,389
Agency Staff	$1,026
Repairs & Maintenance	$562
Accounting, Audit, Consultancy, Admin	$493
Total	**$41,221**

What we own

	$'000
Property, Plant & Equipment	$51,610
Investments & Financial Assets	$24,866
Investment Property	$7,827
Cash and Cash Equivalents	$6,650
Receivables	$836
Other Assets	$371
Total	**$92,160**

What we owe

	$'000
Other Liabilities - RAD's & ILU License to Occupy Bonds	$44,736
Employee Benefit Obligations	$4,346
Trade and Payables	$2,433
Borrowings	$271
Total	**$51,786**

Treasurer's Report

On behalf of the Boandik Board of Management, I present the Comprehensive Operating Statement for the year ended 30th June 2026.

Boandik's Operating Result for 2026 which includes dividends and interest increased by $454k to a surplus of $898k.

The wage increase under the Boandik enterprise agreements was 3.5% from July 2025 based on the Federal minimum wage increase and there was also two aged care work value case pay increases.

Boandik continued to use agency workforce for Registered Nurses, Chefs and Cooks to meet operational requirements and care minute targets. The agency costs of $1.02M had a significant financial impact on the Operating Result but were $0.8M lower than the prior year cost of $1.8M.

Boandik's Net Result for 2026 was a surplus of $4.46M which includes Capital grant funding from Department of Health, Disability and Ageing of $2.9M, and a bequest from Mrs. N Ferguson of $540k which has assisted Boandik to return a significant surplus in 2026 and increase revenue by $3.4M.

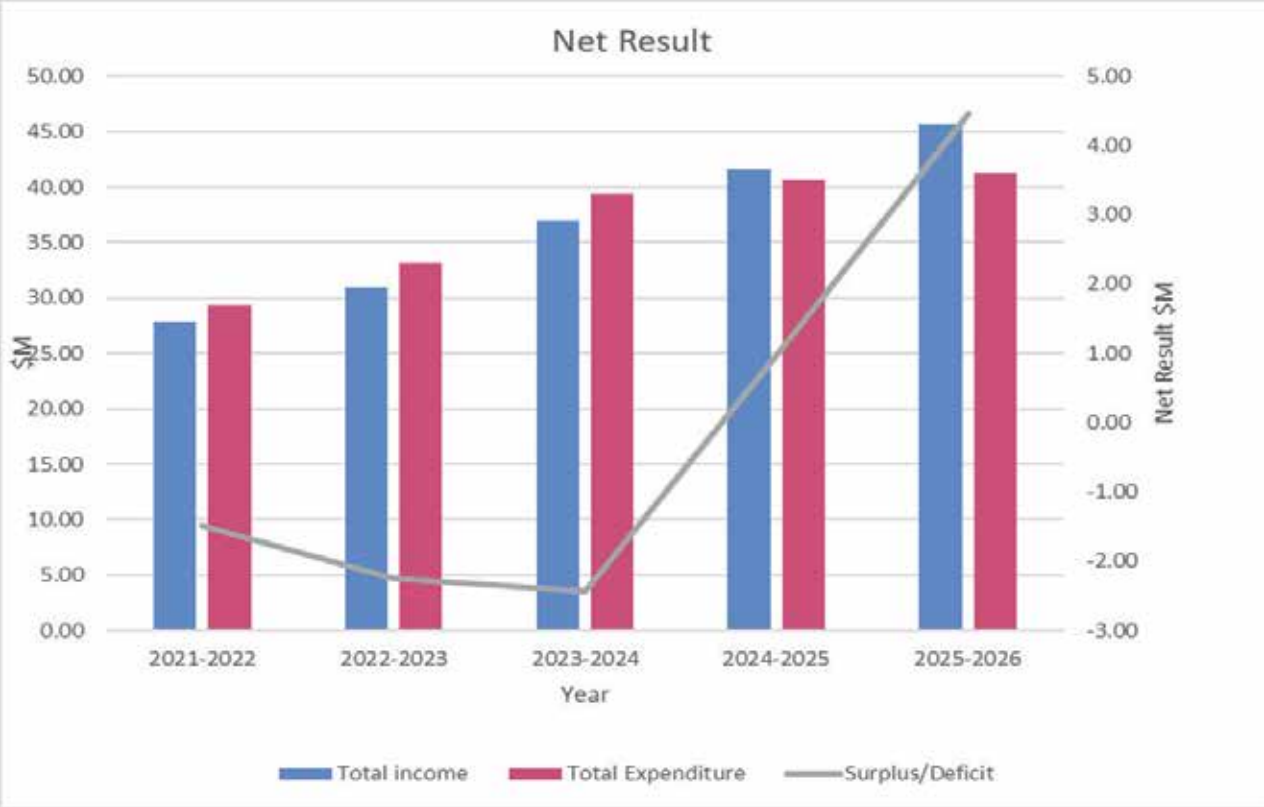


Figure 1. Boandik Lodge Net Result

Treasurer's Report



Growth in income came from:

- Increase in AN-ACC Funding from October 2025
- Annual Indexation of Home Care Package and Commonwealth Home Support subsidies
- Funding for the aged care work value case

Expenditure increased by $0.6M (1.5%). Growth in expenditure came from:

- Employee benefits offset by lower agency costs
- Community Wellbeing Centre with hydrotherapy pool continues to run at a deficit

	2026	2025	2024	2023	2022
Government Subsidies	31,241,220	29,515,386	27,305,460	21,014,628	18,364,593
Total Income	45,687,435	41,577,215	36,923,878	30,873,632	27,889,274
Salaries & Wages incl Agency	33,432,059	32,812,173	32,043,709	23,614,740	21,907,657
Depreciation	1,389,058	1,553,552	1,520,894	1,444,666	1,389,860
Net Result	**4,465,696**	**963,054**	**(2,437,179)**	**(2,240,635)**	**(1,485,185)**
Net Result as a % of income	9.8%	2.30%	-6.60%	-7.30%	-5.30%
Total Assets Employed	92,159,149	75,747,418	70,014,384	69,353,557	67,897,158
Net Assets	40,373,049	26,578,323	25,615,269	28,590,685	30,313,851
Residential Care Beds	222	214	214	229	229
HCP Packages	146	148	142	151	135
Independent Living Units	35	35	36	38	41

Figure 2. Performance snapshot - 5 years

	2026 $	2025 $
Non-operating activities		
Department of Health, Disabililty and Ageing - Capital grant funding	2,970,625	-
Donations and fundraising	580,196	277,360
Dividends	219,994	246,700
Interest	1,085,124	961,893
Realised investment gain/(loss) on revaluation of investment property	-17,500	781,190
Unrealised gain/(loss) on financial assets	36,387	373,436
Profit/(loss) on disposal of non-financial assets	10,799	25,841
Gain/(loss) on sale of financial assets	-	378,342
Total non-operating activities	**4,885,626**	**3,044,763**

Independent living units are classified as investment property and are required to be stated at fair value each year. An independent revaluation was completed at 30 June 2025. As at 30 June 2026 management did an assessment using appropriate market evidence and agreed no revaluation was required.

Independent Living Units (ILU's)
ILU performance has remained stable during the year.Occupancy remained at 100% for the full year.

Residential Aged Care
Residential aged care operational performance has decreased during the year on the back of the Work Value Case for care workers increasing pay rates.

Residential income increased in total by $2.6M (8.1%) whilst expenditure increased by $2.83M (8.9%). This resulted in a net result for residential care of $0.3M which is reduction on the prior year surplus of $0.5M.

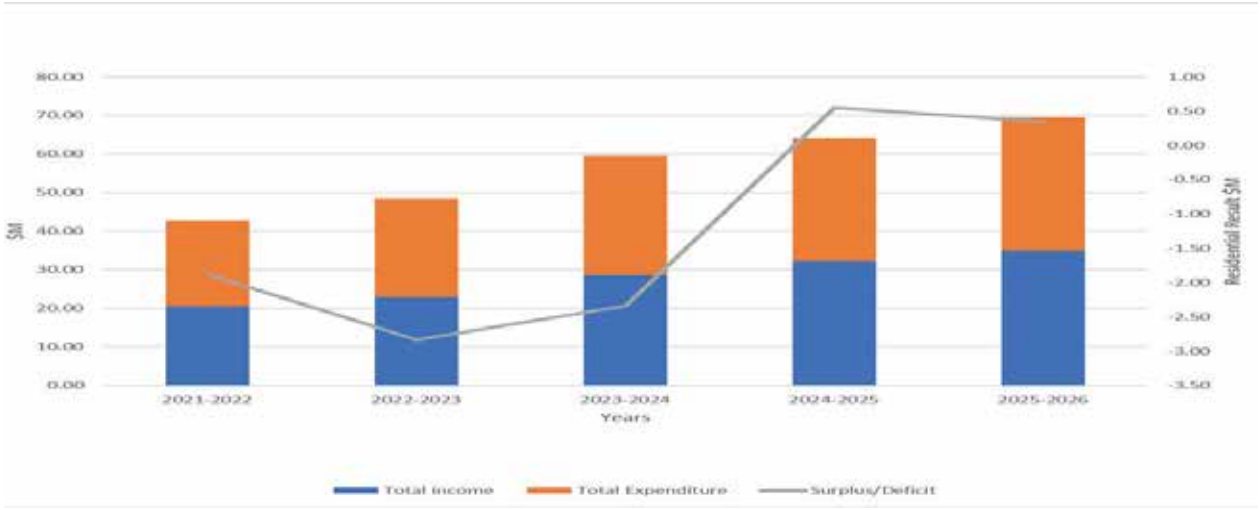


Figure 3. Residential performance over 4 years

Treasurer's Report

Boandik Community Care
Boandik Community Care performance was a surplus of $0.5M due to changes in the structure of Community Care and exiting Disability Services in October 2025.

Community Wellbeing Centre and hydrotherapy pool
The Community Wellbeing Centre hydrotherapy pool operating expenses for the pool continue to exceed the revenue so it continues to be financially subsidised by other Boandik programs. The deficit was $0.28M which includes depreciation expense of $0.08M.

Financial Assets
The Term Deposit interest rates have increased in 2026. Managed funds held by Boandik with the oversight of a financial management services business have continued to perform well generating dividends and income distributions and increasing in market value. Managed funds decreased due to the redemption of a $150,000 NAB Hybrid security which will be reinvested in 2026-2027.

The board will continue to monitor the performance of all Boandik investments to ensure an adequate rate of return and that capital is preserved.

Heather Teakle
Treasurer

Main Image: Giving Tree appeal donation from Boandik to ac. care for people in need Christmas 2025. Pictured are Sue Watt and Trish Spark from ac. care, along with Paul Bullen from Boandik.



BOANDIK LODGE INCORPORATED
ABN 87 396 698 358

ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2026

Boandik Lodge Incorporated
COMPREHENSIVE OPERATING STATEMENT
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Note	2026 $	2025 $
REVENUE AND INCOME FROM TRANSACTIONS			
Operating income	2(a)	40,801,809	38,532,453
Non-operating income	2(b)	4,885,626	3,044,763
TOTAL REVENUE AND INCOME FROM TRANSACTIONS		**45,687,435**	**41,577,215**
EXPENSES FROM TRANSACTIONS			
Employee benefits		32,406,071	30,954,753
Agency staff		1,025,988	1,857,420
Supplies and consumables		2,411,626	2,221,794
Repairs and maintenance		562,659	653,393
Accounting, audit, consulting and administration		493,451	454,190
Depreciation	8	1,389,058	1,553,552
Other operating expenses	3	2,932,886	2,919,061
TOTAL EXPENSES FROM TRANSACTIONS		**41,221,739**	**40,614,161**
NET RESULT FOR THE YEAR		**4,465,696**	**963,054**
OTHER COMPREHENSIVE INCOME			
Revaluation gain on land and buildings		-	9,329,030
TOTAL OTHER ECONOMIC FLOWS INCLUDED IN THE NET RESULT		**-**	**9,329,030**
NET RESULT FOR THE YEAR		**4,465,696**	**10,292,084**

This Statement should be read in conjunction with the accompanying notes.

Boandik Lodge Incorporated
BALANCE SHEET
AS AT 30 JUNE 2026

	Note	2026 $	2025 $
CURRENT ASSETS			
Cash and cash equivalents	4	6,649,816	7,085,374
Receivables	5	835,741	935,354
Investments and other financial assets	6	24,865,653	20,510,928
Other assets		371,040	398,986
TOTAL CURRENT ASSETS		**32,722,250**	**28,930,641**
NON-CURRENT ASSETS			
Investment Property	7	7,827,312	7,827,312
Property, plant and equipment	8	51,609,587	48,318,494
TOTAL NON-CURRENT ASSETS		**59,436,899**	**56,145,806**
TOTAL ASSETS		**92,159,149**	**85,076,448**
CURRENT LIABILITIES			
Payables	9	2,432,889	3,195,133
Employee Benefits	11	4,065,239	3,987,250
Borrowings	10	31,399	46,395
Other liabilities	12	44,735,657	41,407,902
TOTAL CURRENT LIABILITIES		**51,265,184**	**48,636,679**
NON-CURRENT LIABILITIES			
Employee Benefits	11	281,333	261,435
Borrowings	10	239,583	270,982
TOTAL NON-CURRENT LIABILITIES		**520,916**	**532,417**
TOTAL LIABILITIES		**51,786,100**	**49,169,096**
NET ASSETS		**40,373,049**	**35,907,353**
EQUITY			
Asset revaluation reserve		25,611,597	25,611,597
Retained surplus		14,761,452	10,295,756
TOTAL EQUITY		**40,373,049**	**35,907,353**

This Statement should be read in conjunction with the accompanying notes.

A full set of Financial Statements is available
on request or can be accessed via our website.

Boandik Lodge Incorporated
CASH FLOW STATEMENT
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Note	2026 $	2025 $
CASH FLOWS FROM OPERATING ACTIVITIES			
Resident & client fees received		8,944,104	7,783,993
Operating grants from Government		31,241,220	30,715,901
Capital Grants		2,970,625	-
Other receipts		582,001	833,372
Interest received		1,225,395	911,895
Interest paid		(205,591)	(104,452)
Payments for suppliers & employees		(39,829,856)	(37,566,688)
Net GST received /(paid)		(50,794)	45,181
NET CASH FLOW FROM OPERATING ACTIVITIES		**4,877,104**	**2,619,202**
CASH FLOWS FROM INVESTING ACTIVITIES			
Net proceeds from sale investments		-	378,342
Purchase of financial assets		(4,335,838)	(228,132)
Proceeds from sale of plant and equipment		16,707	135,790
Purchase of property, plant and equipment		(4,686,060)	(617,475)
NET CASH FLOW FROM/(USED IN) INVESTING ACTIVITIES		**9,005,191**	**(331,475)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Accommodation bonds/refundable deposits received		14,700,537	13,889,285
Accommodation bonds/refundable deposits/entry contributions refunded		(10,961,616)	(10,464,264)
Payments of long term borrowing		(25,000)	(25,000)
Payments of lease liabilities		(21,392)	(134,328)
NET CASH FLOW FROM/(USED IN) FINANCING ACTIVITIES		**3,692,529**	**3,265,693**
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS HELD		**(435,558)**	**5,553,420**
CASH AND CASH EQUIVALENTS AT BEGINNING OF FINANCIAL YEAR		**7,085,374**	**1,531,954**
CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR	14	**6,649,816**	**7,085,374**

This Statement should be read in conjunction with the accompanying notes.



Boandik

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ABN 87 396 698 358
www.boandik.org.au

BoandikLodge

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Email: receptioncrouch@boandik.org.au

Boandik Community Care
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Mount Gambier SA 5290
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Boandik Community Care Naracoorte
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Naracoorte SA 5271
Phone: (08) 8766 2440
Email: communitycare@boandik.org.au

Main Image: Lake Terrace resident Bruce Carthew with Bearded Dragons from the Australian Bush Buddies.