Mr Mark O'Connor
HLB Mann Judd Newcastle
PO Box 694
NEWCASTLE NSW 2300

Dear Mark

This representation letter is provided in connection with your audit of the financial report of Anglican Care for the year ended 30 June 2025 for the purpose of expressing an opinion as to whether the financial report is presented fairly, in all material respects, in accordance with the Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012.

We confirm that to the best of our knowledge and belief, having made such enquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial Report

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement dated 13 March 2025, for the preparation of the financial report in accordance with Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012; in particular the financial report is fairly presented in accordance therewith.

2. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

3. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Australian Accounting Standards.

4. All events subsequent to the date of the financial report and for which Australian Accounting Standards require adjustment or disclosure have been adjusted or disclosed.

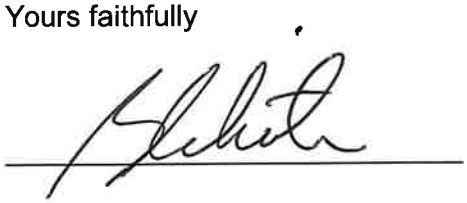
5. The effects of uncorrected misstatements, if any, as outlined in your management letter are considered immaterial, both individually and in aggregate, to the financial report as a whole.

6. The entity has complied with all aspects of contractual agreements that could have a material effect on the financial report in the event of non-compliance.

2. The financial report and any other information obtained by you prior to the date of your auditor's report is consistent with one another, and the other information does not contain any material misstatements;

3. With regard to any other information that we have not provided to you prior to the date of the auditor's report, that we intend to prepare and issue such other information and that we expect to provide it to you in a timely manner to enable you to complete your required procedures.

Yours faithfully



Management / Board Member



Management / Board Member

# Anglican Care

**ABN 94 273 103 460**

## Financial Statements

**For the Year Ended 30 June 2025**

# Anglican Care

**ABN 94 273 103 460**

## Contents

**For the Year Ended 30 June 2025**


| | Page |
|---|---|
| Board Members' Report | 1 |
| Auditor's Independence Declaration | 7 |
| Independent Audit Report | 8 |
| Board Members' Declaration | 11 |
| Statement of Surplus or Deficit and Other Comprehensive Income | 12 |
| Statement of Financial Position | 13 |
| Statement of Changes in Funds | 14 |
| Statement of Cash Flows | 15 |
| Notes to the Financial Statements | 16 |

# Anglican Care
ABN 94273 103 460

## Board Members' Report
## 30 June 2025

**General Information**

This financial report details the financial affairs of Anglican Care.

The Newcastle Anglican Church Corporation (NACC) was established on 1 October 2017 as a Standing Committee of the Diocesan Council pursuant to the Diocesan Council Ordinance 1929 (amended February 2018). Effective 1 October 2020, the NACC was renamed the Newcastle Anglican Corporation (NAC) pursuant to the Diocesan Council Newcastle Anglican Church Corporations Ordinance 2017 Governance Amendment Ordinance 2020. The NAC was provided with full delegation of the Diocesan Council to oversee the operations of Anglican Care.

**Information on Board Members**

Board Members have been in office since the start of the financial year to the date of this report unless otherwise stated.

The names, qualifications, experience and special responsibilities of each person who has been a Board Member during the year and to the date of this report are:

| | |
|---|---|
| **Bishop Peter Stuart** | Board member since 11 May 2017<br>President since 2 February 2018<br>Chairman of the Board from 1 October 2020 |
| Qualifications | B.Com, B.D, M.Management, Ed.D, GAICD |
| Experience | Dr Peter Stuart became the Bishop of Newcastle on 2 February 2018 after having served as Assistant Bishop from 2 February 2009. He has administered the Dioceseon two occasions (2013 and 2017).<br>He has considerable experience in not-for-profit governance, risk management, policy development, communication and financial administration. He has previouslyserved on the Board of Anglicare Tasmania Inc, Glenview Nursing Home Inc (Tas),Julia Farr Services (SA), the Julia Farr Association (SA), St Peters College (SA).<br>He has previously been a member of the Diocesan Council in the Diocese of Tasmania and Adelaide as well as member of the Long Service Leave Board of General Synod. In Newcastle, he has served as the chair of each of the Diocesan Schools, the Samaritans Foundation, the Trustees of Church Property and the Diocesan Council. |
| | |
| **Bishop Charlie Murry** | Appointed 10 May 2018 (non-voting member from 1 October 2020) |
| Qualifications | BMus, BTh, MAICD |
| Experience | Appointed Assistant Bishop of Newcastle – Coastal Episcopate on 10 May 2018. He has served on the Diocesan Council and the Clergy Emoluments Board since 2011.<br>While the Rector of Singleton 2010 – 2018, he was for periods Area Dean and then Archdeacon for the Upper Hunter |
| | |

| | |
|---|---|
| **Bishop Sonia Roulston** | Appointed 1 October 2020 (non-voting member) |
| Qualifications | B.AppSci BD MMin |
| Experience | Appointed Assistant Bishop of Newcastle – Inland Episcopate on 10 May 2018. She has served on the Diocesan Council and the Diocesan Ministry Council. Prior to her appointment as Assistant Bishop, she held the offices including Archdeacon of Newcastle and Rector of Morpeth. Sonia graduated from the AICD course in 2015. |
| | |
| **Wayne Russell** | Appointed 1 October 2020;<br>Appointed Deputy Chair 7 October 2020 and reappointed from 01 November 2021<br>Term Expired 31 October 2024 |
| Qualifications | B.Com, CA, GAICD, MIIA(Aust) |
| Experience | Extensive experience in providing audit and assurance services, having worked as an audit and assurance partner at PricewaterhouseCoopers for 20 years and Pitcher Partners for 10 years.<br>He has serviced a wide variety of clients in the private & public sectors such as State and Local Government, Financial Services, Manufacturing, Engineering and Construction and For Purpose charitable service providers.<br>Wayne is a graduate and member of the Australian Institute of Company Directors. He is also the Chairman of Newcastle Greater Mutual Group Limited, the merged entity of Newcastle based financial institutions Greater Bank and Newcastle Permanent. He is a member of the Parish of Merewether. |
| | |
| **Mark Hedges** | Appointed 1 October 2020 |
| Qualifications | M.App.Fin, MBA, B.Bus.Stud, CPA, GAICD |
| Experience | Comprehensive experience and successful track record in finance roles in large manufacturing and media organisations. He has deep commercial experience andexpertise in financial markets, particularly Corporate funding.<br>He has proven judgement and understanding of risk as well as consistent high-level contribution to strategic thinking. In 2015 he concluded his role as Group Treasurer forFairfax Media Limited.<br>He was the Deputy Chair of Hunter United Credit Union until April 2020. Mark is a Director and Deputy Chair of Lifeline (Harbour to Hawkesbury, Sydney) and sits on theAudit and Risk committee of the Hunter New England Local Health District. Mark also serves on the Board of the Newcastle Anglican Church Redress Corporation. |
| | |
| **Michelle Jarvie** | Appointed 1 October 2020<br>Term Expired 31 October 2024 |
| Qualifications | B.Com, CA, PFIIA (Aust), FGIA, CPRM, RMIA, GAICD |
| Experience | Working in the corporate governance areas of Risk, Governance, Policy, Internal Auditand Regulatory Compliance Michelle has extensive experience in governance across a diverse portfolio of industries and operations.<br>She has extensive practical experience in working with and in Boards to develop andimplement effective governance structures and strategic and operational plans for a variety of businesses most recently in education and research and financial services. |
| | |

## Board Members' Report
## 30 June 2025

| | |
|---|---|
| **Helen Murray** | Appointed 1 October 2020 |
| Qualifications | B.A, LLB |
| Experience | Helen retired from the partnership at Sparke Helmore Lawyers on 31 March 2024 aftermore than 40 years in practice. During that time, she acted for State and Local government, global corporations, utilities, leading private developers and Newcastle families and individuals.<br>She has advised in major land portfolio strategic management, transformation, and regeneration. She has previously served on the Board of a local financial institution. Inthat role the focus was on governance, risk management and compliance. She also served on the Board of the Newcastle Anglican Schools Corporation until 30 September 2020. |
| | |
| **Fiona Williams** | Appointed 1 October 2020 |
| Qualifications | BBus GAICD |
| Experience | Experienced Senior Leader with expertise in the Strategy, Human Resources and Learning & Development areas.<br>Currently the Associate Director People Strategy and Organisational Development at the University of Newcastle. Fiona has over 20 years' leadership experience across a range of industries including Not for Profit, Health, Education, Rail, Manufacturing, Insurance, Travel and Local Council. She served on the Board of Anglican Care until 30 September 2020. |
| | |
| **Professor Emeritus John Marley** | Appointed 1 February 2023 |
| Qualifications | MD, MB ChB, Dr Med (Honoris causa), FRCP(Edin), FRACGP, DObstRCOG, DA, FACRRM, FP Cert |
| Experience | Former Pro Vice-Chancellor, Faculty of Health with the University of Newcastle andcurrently appointed with the University of Queensland. He has extensive clinical experience including as a GP/SMO/Emergency Department physician in rural and remote locations and currently spends time working in hospitals in remote ATSI locations in Cape York and the Kimberley.<br>Has extensive strategic experience including a prior appointment as the Director ofStrategy and Role Redesign for the Clinical Services Redesign Program at NSW Health. He was awarded a Medal of the Order of Australia (OAM) for service to medical education. |
| | |
| **Michael Page** | Appointed 1 February 2023<br>Resigned 19 August 2024 |
| Qualifications | Bachelor of Civil Engineering, GAICD |
| Experience | Experienced Senior Leader with large ASX listed entities Lend Lease, Cimic (Leightons) and Westpac. Expertise in finance, investments, risk, construction, and development.<br>His former role with Westpac Institutional Bank, Hastings Fund Management saw him manage investments, development and ongoing management of major property and infrastructure assets, while his role as CEO of Bonnyrigg Partnerships and Novacare saw him manage the redevelopment and ongoing operation of a large social and affordable housing development and the new Mater Hospital Newcastle. He has extensive experience as an Executive and Non-Executive Director. |
| | |

| | |
|---|---|
| **Vicki Eckart** | Appointed 8 November 2023 |
| Qualifications | Registered nurse & non-practicing midwife<br>Bachelor of Health Science Nursing<br>Masters Health Management<br>Certified Assessor for the:<br>- Australian Council on Healthcare Standards<br>- Primary and Community Care Standards<br>- Rainbow Tick, and<br>Evaluation and Quality Improvement Program (International) |
| | Vicki is an experienced healthcare professional who has worked in executive positionsfor more than 25 years predominantly in the not-for-profit religious sector. Most recent executive leadership roles have been in the residential, community, and retirement living sectors undertaking service realignment, establishing clinical governance systems and processes, integrating services, and improving financial performance.<br>Other executive roles include general management and clinical service managementin acute private hospitals and for corporate business improvement. |
| | |
| **Cliff Barclay** | Appointed 11 December 2024 |
| Qualifications | BTH, Grad Dip Soc Sci (Drug Dep), GAICD |
| Experience | Cliff has been involved in the community services sector for 40 years. He has been CEO for three organisations for 20 years and in senior leadership for a further seven years.<br>His expertise is in youth services, drug and alcohol and housing and homelessness services. He has run early childhood services, an Australian Disability Enterprise, a Lifeline service, drug and alcohol, mental health, youth, welfare and home based care services.<br>He is known for his entrepreneurial approach. He established three youth residential specialist services including Australia's first funded youth foyer. He was the founder ofUniting Housing Vic TAS and across three different agencies has been responsible forthe acquisition and delivery of more than 400 social and affordable housing units.<br>He is the recipient of three state or national awards. In 2014, the Australian Institute ofManagement named him Not for Profit Manager of the Year for Victoria. |
| | |
| **Bruce White** | Appointed 11 December 2024 |
| Qualifications | MBA, GAICD |
| Experience | Bruce is an accomplished non-executive director and senior executive with extensive experience in governance, IT transformation, and financial services. A Graduate of theAustralian Institute of Company Directors, Bruce has held pivotal roles including Chief Information Officer and Board Member across various industries. Renowned for his expertise in cybersecurity, digital transformations, and regulatory compliance, he has led complex projects and operational enhancements, fostering innovation and efficiency. As a strategic leader, Bruce has consistently contributed to the success of organizations by delivering robust governance frameworks and driving industry best practices.<br>Bruce is Chair of the Audit & Risk Committee, where he provides leadership in financial oversight, governance frameworks, and risk management, ensuring accountability and operational excellence within the Diocese. |

# Anglican Care
ABN 94273 103 460

## Board Members' Report
## 30 June 2025

**Principal activities**

The principal activity of Anglican Care during the financial year continues to be the provision of residential and community based aged care services. Anglican Care operates residential aged card facilities and retirements living complexes throughout the Diocese. The organisation also provides a range of in-home and community care services.

There have been no significant changes in the nature of the Entity's activity during the financial year.

**Operating results and review of operations for the year**

The operating deficit for the year was $1,447,609 compared to a deficit of $7,095,214 in 2024. The improved operating performance for the year ended June 2025 was attributed to:-

- Gain on sale of Cedar Wharf Lodge & Alum View Retirement Village
- Higher interest received on investments in the year
- Reduction in expected credit loss due to ongoing recovery action
- Unfavourable variance in workers compensation premium

The residential aged care sector continues on its journey of significant change. An important focus throughout the year has been preparing for the new Aged Care Act, which comes into effect on 1 November 2025.

There has been a positive shift in the availability of qualified staff in our regions, which has supported our care minute compliance and preparations for the new Aged Care Act. We continue to prioritise ongoing training and continued skills development of our staff to provide high quality care to the people we support.

**Significant changes in state of affairs**

There have been no significant changes in the state of affairs of Anglican Care during the year.

**Events after the reporting date**

There have been no events after the reporting date for Anglican Care.

**Environmental issues**

The Entity's operations are not regulated by any significant environmental regulations under a law of the Commonwealth or the state or territory of Australia.

# Anglican Care
ABN 94273 103 460

## Board Members' Report
## 30 June 2025

### Meetings of Board Members

During the financial year, there were 11 meetings of the NAC board. Attendances by each Board member during the year were as follows:

| | Board Meetings | |
|---|---|---|
| | Number eligible to attend | Number attended |
| Bishop Peter Stuart | 11 | 11 |
| Bishop Charlie Murry | 11 | 11 |
| Bishop Sonia Roulston | 11 | 11 |
| Wayne Russell (term expired 31 October 2024) | 3 | 3 |
| Mark Hedges | 11 | 11 |
| Michelle Jarvie (term expired 31 October 2024) | 3 | 2 |
| Helen Murray | 11 | 10 |
| Fiona Williams | 11 | 11 |
| Professor Emeritus John Marley | 11 | 10 |
| Michael Page (resigned 19 August 2024) | 1 | 1 |
| Vicki Eckart | 8 | 8 |
| Cliff Barclay | 7 | 7 |
| Bruce White | 7 | 4 |

### Auditor's independence declaration

The lead auditor's independence declaration in accordance with subdivision 60-C of the Australian Charities and Nor-for-profits Commission Act 2012, for the year ended 30 June 2025 has been received and can be found of page 7 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Board member:.....

Board member:.....

Dated 22 October 2025

# Anglican Care

**ABN 94 273 103 460**

## Auditor's Independence Declaration

In accordance with subdivision 60-C of the *Australian Charities and Not-for-profits Commission Act 2012*, I am pleased to provide the following declaration of independence to the Board of Anglican Care.

As the lead auditor of the audit of the financial statements of Anglican Care for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

(i) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* and any applicable legislation in relation to the audit; and

(ii) no contraventions of any applicable code of professional conduct in relation to the audit.

HLB Mann Judd Assurance (Newcastle) Pty Limited
(An authorised audit company)



M.J. O'Connor
Director

Newcastle

22 October 2025



HLB MANN JUDD ADVISORY AND ACCOUNTING

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Liability Limited by a scheme approved under Professional Standards Legislation.

## Independent Audit Report to the members of Anglican Care

### Report on the Audit of the Financial Report

*Opinion*

We have audited the financial report of Anglican Care (the Entity), which comprises the statement of financial position as at 30 June 2025, the statement of surplus or deficit and other comprehensive income, the statement of changes in funds and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and the Board Members' declaration.

In our opinion, the accompanying financial report of the Entity is in accordance with division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

(i) giving a true and fair view of the Entity's financial position as at 30 June 2025 and of its financial performance for the year ended on that date; and

(ii) complying with Australian Accounting Standards and the *Australian Charities and Not-for-profits Commission Regulations 2022*.

*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 Entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* 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 confirm that the independence declaration required by the *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the Board Members of the Entity, would be in the same terms if given to the Board Members as at the time of this auditor's report.

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

*Other Information*

The Board Members are responsible for the other information. The other information obtained at the date of this auditor's report was limited to the Board Members' Report.



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## Independent Audit Report to the members of Anglican Care

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 on the other information obtained prior to the date of this auditor's report, 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 Board Members for the Financial Report*

The Board Members of the Entity 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* and for such internal control as the Board Members determine is 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 Board Members are responsible for assessing the Entity'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 Board Members either intend to liquidate the Entity or to cease operations, or have no realistic alternative but to do so.

*Auditor's Responsibilities for the Audit of the Financial Report*

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 the financial report.

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

- Identify and assess the risks of material misstatement of the financial statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



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## Independent Audit Report to the members of Anglican Care

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by the Board Members.

- Conclude on the appropriateness of the Board Member's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statement or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statement, including the disclosures, and whether the financial statement represents the underlying transactions and events in a manner that achieves fair presentation.

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

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

HLB Mann Judd Assurance (Newcastle) Pty Limited
(An authorised audit company)



M.J. O'Connor
Director

NEWCASTLE

31 October 2025



HLB MANN JUDD ADVISORY AND ACCOUNTING
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# Anglican Care

**ABN 94 273 103 460**

## Board Members' Declaration

The Board Members of the Entity declare that:

1. The financial statements and notes, as set out on pages 12 to 38, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, and:

   a. comply with Australian Accounting Standards; and

   b. give a true and fair view of the financial position as at 30 June 2025 and of the performance for the year ended on that date of the Entity.

2. In the Board Members' opinion, there are reasonable grounds to believe that the Entity will be able to pay its debts as and when they become due and payable.

This declaration is made pursuant to subdivision 60.15 of the *Australian Charities and Not-for-profits Commission Regulations 2022* and in accordance with a resolution of the Board of Directors.

Board Member .....

Board Member .....

Note - At the time the financial statements were approved by the Board - Bishop Charlie Murry carried all of the authority of the Bishop of Newcastle - including voting.

Dated 22 October 2025

# Anglican Care

**ABN 94 273 103 460**

## Statement of Surplus or Deficit and Other Comprehensive Income

**For the Year Ended 30 June 2025**

| | Note | 2025 $ | 2024 $ |
|---|---|---|---|
| Revenue | 4 | **125,213,895** | 114,655,741 |
| Other income from operating activities | 4 | **6,373,890** | 6,550,254 |
| Gain on disposal of assets | | **2,372,162** | 42,100 |
| Employee benefits expense | | **(98,249,536)** | (91,226,580) |
| Depreciation and amortisation expense | 5 | **(9,247,690)** | (8,839,536) |
| Bad and doubtful debt expense | 5 | **509,539** | (94,431) |
| Energy costs | | **(1,353,572)** | (1,245,637) |
| Insurances | | **(1,405,858)** | (1,140,086) |
| Hotel services | | **(8,937,324)** | (7,644,061) |
| Repairs and maintenance expenses | | **(2,808,358)** | (3,033,874) |
| Allied health and medical consumables | | **(3,667,442)** | (3,877,493) |
| Administration costs | | **(3,088,199)** | (4,382,249) |
| Finance costs | | **(636,151)** | (641,209) |
| Other expenses | | **(6,522,965)** | (6,218,153) |
| **Surplus/(Deficit) before income tax** | | **(1,447,609)** | (7,095,214) |
| Income tax expense | 2(c) | **-** | - |
| **Surplus/(Deficit) for the year** | | **(1,447,609)** | (7,095,214) |
| **Other comprehensive income** | | | |
| Items that will not be reclassified subsequently to surplus or deficit | | | |
| Revaluation of land | 17 | **1,099,000** | 616,000 |
| **Total other comprehensive income** | | **1,099,000** | 616,000 |
| **Total comprehensive income for the year** | | **(348,609)** | (6,479,214) |

The accompanying notes form part of these financial statements.

# Anglican Care

**ABN 94 273 103 460**

## Statement of Financial Position

**As At 30 June 2025**

| | Note | 2025 $ | 2024 $ |
|---|---|---|---|
| **ASSETS** | | | |
| CURRENT ASSETS | | | |
| Cash and cash equivalents | 6 | **31,900,008** | 13,881,820 |
| Trade and other receivables | 7 | **4,005,920** | 3,644,685 |
| Inventories | 8 | **32,171** | 63,874 |
| Financial assets | 10 | **69,182,814** | 70,994,228 |
| Held for sale assets | 9 | **-** | 761,095 |
| TOTAL CURRENT ASSETS | | **105,120,913** | 89,345,702 |
| NON-CURRENT ASSETS | | | |
| Property, plant and equipment | 11 | **187,073,648** | 188,469,865 |
| Intangible assets | 12 | **104,879** | 191,267 |
| TOTAL NON-CURRENT ASSETS | | **187,178,527** | 188,661,132 |
| TOTAL ASSETS | | **292,299,440** | 278,006,834 |
| **LIABILITIES** | | | |
| CURRENT LIABILITIES | | | |
| Trade and other payables | 13 | **11,671,816** | 9,238,418 |
| Short-term provisions | 14 | **6,269,853** | 5,643,871 |
| Employee benefits | 16 | **10,199,167** | 9,659,401 |
| Other liabilities | 15 | **193,008,938** | 182,199,263 |
| TOTAL CURRENT LIABILITIES | | **221,149,774** | 206,740,953 |
| NON-CURRENT LIABILITIES | | | |
| Employee benefits | 16 | **1,367,305** | 1,134,911 |
| TOTAL NON-CURRENT LIABILITIES | | **1,367,305** | 1,134,911 |
| TOTAL LIABILITIES | | **222,517,079** | 207,875,864 |
| NET ASSETS | | **69,782,361** | 70,130,970 |
| **FUNDS** | | | |
| Reserves | 17 | **33,611,217** | 32,796,217 |
| Accumulated surplus | | **36,171,144** | 37,334,753 |
| TOTAL FUNDS | | **69,782,361** | 70,130,970 |

The accompanying notes form part of these financial statements.

# Anglican Care

**ABN 94 273 103 460**

## Statement of Changes in Funds

**For the Year Ended 30 June 2025**

**2025**

| | Accumulated Surplus | Reserves | Total |
|---|---|---|---|
| | $ | $ | $ |
| **Opening balance 1 July 2024** | **37,334,753** | **32,796,217** | **70,130,970** |
| Surplus/(Deficit) for the year | **(1,447,609)** | **-** | **(1,447,609)** |
| Other comprehensive income | **-** | **1,099,000** | **1,099,000** |
| Transfer to accumulated surplus from reserves | **284,000** | **(284,000)** | **-** |
| **Balance at 30 June 2025** | **36,171,144** | **33,611,217** | **69,782,361** |

**2024**

| | Accumulated Surplus | Reserves | Total |
|---|---|---|---|
| | $ | $ | $ |
| **Opening balance 1 July 2023** | 44,429,967 | 32,180,217 | 76,610,184 |
| Surplus/(Deficit) for the year | (7,095,214) | - | (7,095,214) |
| Other comprehensive income | - | 616,000 | 616,000 |
| **Balance at 30 June 2024** | 37,334,753 | 32,796,217 | 70,130,970 |

The accompanying notes form part of these financial statements.

# Anglican Care

**ABN 94 273 103 460**

## Statement of Cash Flows

**For the Year Ended 30 June 2025**

| | Note | 2025 $ | 2024 $ |
|---|---|---|---|
| **CASH FLOWS FROM OPERATING ACTIVITIES:** | | | |
| Receipts from residents, government subsidies and other sources | | **126,814,473** | 117,627,082 |
| Payments to suppliers and employees | | **(121,659,195)** | (118,121,935) |
| Interest received | | **3,295,473** | 3,109,598 |
| Interest paid | | **(636,151)** | (641,209) |
| Receipts from resident deposits (net) | | **11,926,279** | (53,803) |
| Net cash provided by operating activities | 23 | **19,740,879** | 1,919,733 |
| **CASH FLOWS FROM INVESTING ACTIVITIES:** | | | |
| Proceeds from sale of property, plant and equipment and held for sale assets | | **3,566,700** | 85,917 |
| Purchase of property, plant and equipment | | **(7,100,805)** | (5,234,785) |
| Net movement in financial assets | | **1,811,414** | (401,533) |
| Net cash used by investing activities | | **(1,722,691)** | (5,550,401) |
| Net increase/(decrease) in cash and cash equivalents held | | **18,018,188** | (3,630,668) |
| Cash and cash equivalents at beginning of year | | **13,881,820** | 17,512,488 |
| Cash and cash equivalents at end of financial year | 6 | **31,900,008** | 13,881,820 |

The accompanying notes form part of these financial statements.

The functional and presentation currency of the Entity is Australian dollars.

## 1 Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards, authoritative pronouncements of the Australian Accounting Standards Board and the *Australian Charities and Not-for-profits Commission Act 2012*.

Material accounting policies adopted in the preparation of these financial statements are presented below and are consistent with prior reporting periods unless otherwise stated.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

The financial report was authorised for issue on 23 October 2025 by the Board.

## 2 Material Accounting Policies

### (a) Working Capital Deficiency and Going Concern

At balance date the Entity's current liabilities exceeded current assets by $116,028,861 (2024: $117,395,251). The financial statements have been prepared on a going concern basis.

The accounting policy with respect to Resident Loans, in the form of Refundable Accommodation Deposits (RADs), Accommodation Bonds and Ingoing Contributions, contributes significantly to the deficiency in working capital. These amounts are classified as current liabilities and amounted to $193,008,838 at balance date (2024: $182,199,263). The accounting policy recognises that the Resident Loans are repayable when the resident leaves the facility and regulations specify repayment terms such that the Entity does not have an unconditional right to defer settlement for greater than 12 months. Refer to Note 15 to the financial statements. Regulations also require the Entity to have in place the appropriate Liquidity Management Strategies to fund repayments to residents.

### (b) Adoption of new and revised accounting standards

The Entity has adopted all standards which became effective for the first time during the year ended 30 June 2025. None of the new standards had a material impact on the reported financial position or performance.

### (c) Income tax

The Entity is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

## 2 Material Accounting Policies

### (d) Impairment of non-financial assets

At the end of each reporting period the Entity determines whether there is any evidence of an impairment indicator for non-financial assets.

Where this indicator exists, and regardless for indefinite life intangible assets and intangible assets not yet available for use, the recoverable amount of the asset is estimated.

Where assets do not operate independently of other assets, the recoverable amount of the relevant cash-generating unit (CGU) is estimated.

The recoverable amount of an asset or CGU is the higher of the fair value less costs of disposal and the value in use.

The Entity's non-financial assets consist mostly of specialised accommodation buildings which are combined with other assets and liabilities to provide Residential Aged Care services. As the future economic benefits of the Entity's assets are not primarily dependent on their ability to generate net cash inflows, value in use measurements are not always appropriate. In assessing potential impairment of these specialised assets, the Entity adopts the current replacement cost approach to assess fair value of the assets. This approach compares the accounting written down value of the buildings to the amount the Entity has assessed would be required to pay to replace the service capacity contributed by the assets. Current replacement cost reflects the Entity's assessment of the current cost to construct a substitute asset, adjusted to account for the deterioration of obsolescence of the existing buildings.

Impairment losses are recognised in the statement of surplus or deficit and other comprehensive income. Reversal indicators are considered in subsequent periods for all assets which have suffered an impairment loss.

### (e) Approved Provider Aged Care Places (Bed licences)

These licences are issued by the Federal Government to approved providers, as part of Federal Government funding rounds. They are provided at no cost to the Entity. Holders of bed licences receive Federal Government funding in accordance with predetermined rates. Bed licences have not been recognised as an asset.

### (f) Critical accounting estimates and judgments

The Board evaluate estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Entity.

## 2 Material Accounting Policies

### (g) New Accounting Standards and Interpretations in Future Periods

The AASB has issued and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. The Entity has considered the impact of these changes and determined that they will not materially impact the recognition, measurement or disclosure of transactions.

## 3 Operating Segments

### Segment information

### Identification of reportable segments

The Entity has determined the operating segments to be based on the internal reports used by the Diocesan Chief Executive and Board to make strategic decisions. The Entity operates in the aged care industry in New South Wales only. The business segments are:

- Residential Aged Care facilities - the operation of aged care facilities - including nursing homes and hostels.
- Retirement villages - the operation of retirement living villages.
- Community care - the operation of community care packages, extended aged care in the home packages, day therapy centre and consumer directed care packages.
- Other - includes food services and corporate departments.

### Segment reporting

Operating segments are reported in a manner consistent with internal reporting provided to the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Diocesan Chief Executive.

## 3 Operating Segments

### (a) Segment performance

| | Residential Aged Care Facilities | | Retirement Villages | | Community Care | | Other | | Inter Segment Elimination / Unallocated | | Total | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| | $ | $ | $ | $ | $ | $ | $ | $ | $ | $ | $ | $ |
| REVENUE | | | | | | | | | | | | |
| Government funding | 88,410,353 | 79,893,433 | - | - | 2,324,528 | 2,295,882 | - | - | - | - | 90,734,881 | 82,189,315 |
| Resident charges | 23,976,339 | 21,995,732 | 1,113,825 | 1,099,842 | 8,272,246 | 8,381,697 | - | - | - | - | 33,362,410 | 31,477,271 |
| Bond retentions | - | - | 1,116,604 | 989,155 | - | - | - | - | - | - | 1,116,604 | 989,155 |
| Interest income | 4,884 | 7,400 | - | - | - | - | 3,168,137 | 3,291,052 | - | - | 3,173,021 | 3,298,452 |
| Donations | 25,625 | 21 | - | - | - | - | 82 | 82 | - | - | 25,707 | 103 |
| Other revenue | 615,590 | 297,873 | 566,285 | 497,310 | (46,160) | 1,092 | 9,252,085 | 7,452,009 | (4,840,476) | (4,996,585) | 5,547,324 | 3,251,699 |
| Total segment revenue | 113,032,791 | 102,194,459 | 2,796,714 | 2,586,307 | 10,550,614 | 10,678,671 | 12,421,580 | 10,743,143 | (4,840,476) | (4,996,585) | 133,959,947 | 121,205,995 |
| EXPENSES | | | | | | | | | | | | |
| Care employee expenses | 67,553,901 | 62,098,053 | - | - | 3,841,602 | 3,799,539 | - | - | - | - | 71,395,503 | 65,897,592 |
| Other employee expenses | 9,843,013 | 9,006,080 | 253,492 | 104,868 | 2,268,250 | 2,533,026 | 14,489,278 | 13,685,013 | - | - | 26,854,033 | 25,328,987 |
| Management fees | 16,117,605 | 15,924,712 | 323,885 | 393,697 | 1,402,392 | 1,489,427 | (13,003,406) | (12,811,251) | (4,840,476) | (4,996,585) | - | - |
| Depreciation and amortisation | 6,905,183 | 6,654,503 | 1,279,579 | 1,114,819 | 31,354 | 34,898 | 1,031,574 | 1,035,316 | - | - | 9,247,690 | 8,839,536 |
| Finance costs | 636,151 | 641,209 | - | - | - | - | - | - | - | - | 636,151 | 641,209 |
| Hotel services | 6,539,473 | 5,351,993 | 16,590 | 15,430 | 63,543 | 50,646 | 2,317,718 | 2,225,992 | - | - | 8,937,324 | 7,644,061 |
| Allied health and medical consumables | 3,536,218 | 3,742,575 | - | - | 131,224 | 134,918 | - | - | - | - | 3,667,442 | 3,877,493 |
| Administration costs | 579,685 | 1,657,573 | 93,341 | 98,425 | 86,363 | 139,685 | 2,328,810 | 2,486,566 | - | - | 3,088,199 | 4,382,249 |
| Other expenses | 6,007,277 | 6,202,172 | 975,331 | 1,246,374 | 2,864,784 | 2,627,095 | 1,733,822 | 1,614,441 | - | - | 11,581,214 | 11,690,082 |
| Total segment expenses | 117,718,506 | 111,278,870 | 2,942,218 | 2,973,613 | 10,689,512 | 10,809,234 | 8,897,796 | 8,236,077 | (4,840,476) | (4,996,585) | 135,407,556 | 128,301,209 |
| Segment result | (4,685,715) | (9,084,411) | (145,504) | (387,306) | (138,898) | (130,563) | 3,522,508 | 2,507,066 | - | - | (1,447,609) | (7,095,214) |

## 3 Operating Segments

### (b) Segment assets

| | Residential Aged Care Facilities | | Retirement Villages | | Community Care | | Other | | Inter Segment Elimination / Unallocated | | Total | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2025 $ | 2024 $ | 2025 $ | 2024 $ | 2025 $ | 2024 $ | 2025 $ | 2024 $ | 2025 $ | 2024 $ | 2025 $ | 2024 $ |
| Current assets | 92,795,431 | 84,033,014 | 2,720,152 | 363,423 | 2,337,321 | 400,971 | 7,268,009 | 4,548,294 | - | - | 105,120,913 | 89,345,702 |
| Non-current assets | 142,921,670 | 144,049,488 | 31,267,546 | 31,354,985 | 175,076 | 212,920 | 12,814,235 | 13,043,739 | - | - | 187,178,527 | 188,661,132 |
| | 235,717,101 | 228,082,502 | 33,987,698 | 31,718,408 | 2,512,397 | 613,891 | 20,082,244 | 17,592,033 | - | - | 292,299,440 | 278,006,834 |
| Included in segment assets are: | | | | | | | | | | | | |
| - Capital expenditure | 5,178,808 | 3,158,082 | 1,604,268 | 1,911,172 | 37,584 | 7,599 | 280,145 | 157,932 | - | - | 7,100,805 | 5,234,785 |

### (c) Segment liabilities

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Current liabilities | 174,491,612 | 169,546,534 | 33,454,662 | 29,192,779 | 3,671,239 | 2,318,266 | 9,532,261 | 5,683,374 | - | - | 221,149,774 | 206,740,953 |
| Non-current liabilities | 861,949 | 791,105 | 410 | - | 17,502 | 172,306 | 487,444 | 171,500 | - | - | 1,367,305 | 1,134,911 |
| | 175,353,561 | 170,337,639 | 33,455,072 | 29,192,779 | 3,688,741 | 2,490,572 | 10,019,705 | 5,854,874 | - | - | 222,517,079 | 207,875,864 |

## 4 Revenue

| | 2025 | 2024 |
|---|---|---|
| | $ | $ |
| Revenue from contracts with customers | | |
| - Government funding | **90,734,881** | 82,189,315 |
| - Resident revenue | **34,479,014** | 32,466,426 |
| | **125,213,895** | 114,655,741 |
| Other income from operating activities | | |
| - Interest | **3,173,021** | 3,298,452 |
| - Rental income | **645,233** | 562,305 |
| - Corporate shared services | **1,298,600** | 1,811,061 |
| - Sundry income | **1,231,329** | 878,333 |
| - Donation | **25,707** | 103 |
| | **6,373,890** | 6,550,254 |
| | **131,587,785** | 121,205,995 |

Revenue earnt by the Entity from its contracts with customers primarily consists of the following categories:

**Government funding and resident fees**

When the Entity receives revenue from government funding and resident fees, it assesses whether the contract is enforceable and has sufficiently specific performance obligations in accordance with Accounting Standard AASB 15: Revenue from Contracts with Customers.

When both these conditions are satisfied, the Entity:

- Identifies each performance obligation relating to the agreement;
- Recognises a contract liability for its obligations under the agreement; and
- Recognises revenue as it satisfies its performance obligations.

## 4 Revenue

Where the contract is not enforceable or does not have sufficiently specific performance obligations, the Entity:

- Recognises the asset received in accordance with the recognition requirements of other applicable Accounting Standards;
- Recognises related amounts (for example lease liabilities, financial instruments, provisions, revenue or contract liability arising from a contract with a customer); and
- Recognises income immediately in surplus or deficit as the difference between the initial carrying amount of the asset and the related amount.

If a contract liability is recognised as a related amount above, the Entity recognises income in surplus or deficit when or as it satisfies its obligations under the contract.

*Key judgements - Performance obligations under AASB 15*

To identify a performance obligation under AASB 15, the promise must be sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific by taking into account any conditions specified in the arrangement, explicit or implicit, regarding the promised goods or services. In making this assessment, management includes the nature, value, quantity and period of transfer related to the goods or services promised.

**Other revenue**

**Interest**

Interest revenue is recognised using the effective interest rate method.

**Rental income**

Revenue from the rental of apartments and self care units is brought to account in the period to which it relates.

## 5 Result for the Year

The result for the year includes the following specific expenses:

| | | 2025 | 2024 |
|---|---|---|---|
| | | $ | $ |
| Depreciation | | **9,161,302** | 8,748,317 |
| Amortisation | | **86,388** | 91,219 |
| | | **9,247,690** | 8,839,536 |
| Impairment of receivables: | | | |
| - Impairment loss | | **(27,273)** | (172,884) |
| - Movement in provision for expected credit loss | | **536,812** | 78,453 |
| Bad and doubtful debt expense | | **509,539** | (94,431) |

## 6 Cash and cash equivalents

| | | | |
|---|---|---|---|
| Cash at bank in hand | | **31,900,008** | 13,881,820 |
| | | **31,900,008** | 13,881,820 |

## 7 Trade and other receivables

| | | | |
|---|---|---|---|
| Trade receivables | | **1,651,954** | 1,535,684 |
| Provision for expected credit loss | (a) | **(711,660)** | (1,248,472) |
| | | **940,294** | 287,212 |
| Prepayments | | **1,256,145** | 1,590,185 |
| Related party receivables | | **202,597** | 164,962 |
| Other receivables | | **1,606,884** | 1,602,326 |
| | | **4,005,920** | 3,644,685 |

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for doubtful debts. Trade and other receivables are generally due for settlement within 30 days with the exception of Refundable Accommodation Deposits (RADs) which are required, under the Aged Care Act, to be settled within 6 months from date of admission to Residential Aged Care.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is established on an expected credit loss - forward looking basis - for all trade receivables at amortised cost.

## 7 Trade and other receivables

### Accounting estimates - expected credit losses (ECL)

The Entity accepts credit risk that may result in future losses. Recognition of the expected credit losses requires significant estimation and judgement. Profiling of the Entity's credit risk exposures is also explained at note 24.

The expected credit loss model provides a three-stage assessment of the Entity's financial exposure to credit losses as follows:

Stage 1 – 12 month expected credit losses.

When the debt is first recognised, stage 1 represents the inherent risk of default, the expected credit losses to occur from all possible events in the next 12 months. The Entity profiles the resident fee debtors considering the service type and the type of fee billed. In Residential, Basic Daily Fee (payable by all residents), Accommodation (whether a RAD, Residential Accommodation Contribution [RAC], Daily Accommodation Payment [DAP], Daily Accommodation Contribution [DAC] or Combination), Means Tested Fee (only payable by residents assessed with means) or Supported (supported by government and unlikely to have means outside of the pension). In Community, Client Contributions.

Stage 2 – Expected lifetime credit losses due to a significant increase in credit risk such as accumulating unpaid fees, resident no longer in care and not awaiting settlement from estate, disputes with families or complicating factors relating to administration and other external parties.

Due the complexity of the admissions process, the financial terms of admission are often unconfirmed for up to 180 days in relation to RAD/DAP choice and 90 days for advice relating to means. On this basis, the Entity has determined that it is reasonable to reassess credit risk relating to fee types using the following, unless there is a risk event prior:

- Basic Daily Fee - 30 days

- Accommodation Fees - 180 days

- Means Tested Fees - 90 days

- Client Contribution - 30 days

Stage 3 – Credit impaired

When the Entity has determined that it is unlikely that the amounts payable by the resident will be settled in full, in a timely manner and without intervention, the difference between the expected contracted and expected cashflows is determined and recognised in the credit loss allowance. Factors considered include a lack of correspondence or an inability to contact family, previous arrangements made with the resident or the resident's family, whether the Entity has received a RAD and is expecting future settlement, the known extent and availability of other assets that can be applied to repay the debt, including whether any legal security is held.

## 7 Trade and other receivables

Forward looking information

The assumptions within the ECL modelling are reviewed annually by the executive management team. The review takes into consideration information such as expected resident intake and financial mix of admissions, any known future changes to regulations that will impact fees and charges or terms of financial admissions.

### (a) Reconciliation of movements in expected credit loss allowance

The movement in the allowance account is reconciled to the nature of the financial exposure as monitored by the Entity's finance department is disclosed below.

Analysis of the credit risk inherent in the resident debtors balance is provided at note 24.

| | 2025 | 2024 |
|---|---|---|
| | $ | $ |
| Opening balance at 1 July 2024 | **1,248,472** | 1,170,019 |
| Debts written off during the year as unrecoverable | **(27,273)** | (15,978) |
| Movement in expected credit loss allowance | **(509,539)** | 94,431 |
| **Balance at end of the year** | **711,660** | 1,248,472 |

The Entity recognises an allowance for the ECL attributable to financial assets.

Credit risk assessment considers relevant information about current conditions and reasonable and supportable information about future events. The Entity's main exposure to credit risk is in respect of fees and charges payable by residents for aged care services. The policies, procedures and financial models applied to determine and monitor the ECL have been informed by historical bad debts, profiling of resident debtors on attributes such as the nature of the services provided, being residential care, residential accommodation or community care services, the financial structure of the residential admission, including RAD, RAC, DAP, DAC or Supported Resident, and overall arrears history for all debtor categories.

## 8 Inventories

| | | |
|---|---|---|
| At cost: | | |
| Consumables | **32,171** | 63,874 |

## 9 Held for sale assets

| | 2025 | 2024 |
|---|---|---|
| | $ | $ |
| Land and buildings | - | 761,095 |

The Board approved the sale of Cedar Wharf Lodge at 27-31 Crawford Street, Bulahdelah NSW, in June 2022. A contract for the sale of the property was completed in September 2024 for $1,500,000.

## 10 Financial assets

| | | |
|---|---|---|
| Term deposits - at amortised cost | **69,182,814** | 70,994,228 |

## 11 Property, plant and equipment

| | | |
|---|---|---|
| Freehold land | | |
| At Board Members' valuation | **49,757,000** | 48,903,000 |
| Buildings | | |
| At cost | **212,412,009** | 210,105,923 |
| Accumulated depreciation | **(89,000,428)** | (82,386,942) |
| | **123,411,581** | 127,718,981 |
| Capital works in progress | | |
| At cost | **1,587,520** | 190,707 |
| Plant and equipment | | |
| At cost | **18,817,775** | 17,354,941 |
| Accumulated depreciation | **(12,058,406)** | (11,118,337) |
| | **6,759,369** | 6,236,604 |
| Furniture, fixtures and fittings | | |
| At cost | **13,099,910** | 12,072,892 |
| Accumulated depreciation | **(7,541,732)** | (6,652,319) |
| | **5,558,178** | 5,420,573 |
| **Total property, plant and equipment** | **187,073,648** | 188,469,865 |

The Entity's land was revalued by Board Members' valuation at 30 June 2025 and was based on assessments by the Valuer General. The revaluation surplus was credited to an asset revaluation reserve in equity. Refer to Note 17 for further information.

## 11 Property, plant and equipment

### (a) Movements in carrying amounts of property, plant and equipment

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

| | Capital Works in Progress | Land | Buildings | Plant and Equipment | Furniture, Fixtures and Fittings | Total |
|---|---|---|---|---|---|---|
| | $ | $ | $ | $ | $ | $ |
| **Year ended 30 June 2025** | | | | | | |
| Balance at the beginning of year | **190,707** | **48,903,000** | **127,718,981** | **6,236,604** | **5,420,573** | **188,469,865** |
| Additions | **7,100,805** | **-** | **-** | **-** | **-** | **7,100,805** |
| Transfers | **(5,703,992)** | **-** | **2,610,527** | **2,050,792** | **1,042,673** | **-** |
| Disposals - written down value | **-** | **(245,000)** | **(168,417)** | **(16,703)** | **(4,600)** | **(434,720)** |
| Depreciation expense | **-** | **-** | **(6,749,510)** | **(1,511,324)** | **(900,468)** | **(9,161,302)** |
| Revaluation increase recognised in equity | **-** | **1,099,000** | **-** | **-** | **-** | **1,099,000** |
| **Balance at the end of the year** | **1,587,520** | **49,757,000** | **123,411,581** | **6,759,369** | **5,558,178** | **187,073,648** |
| **Year ended 30 June 2024** | | | | | | |
| Balance at the beginning of year | 40,222 | 48,287,000 | 131,921,867 | 6,509,473 | 4,652,652 | 191,411,214 |
| Additions | 5,234,785 | - | - | - | - | 5,234,785 |
| Transfers | (5,084,300) | - | 2,331,724 | 1,171,388 | 1,581,188 | - |
| Disposals - written down value | - | - | (7,250) | (15,554) | (21,013) | (43,817) |
| Depreciation expense | - | - | (6,527,360) | (1,428,703) | (792,254) | (8,748,317) |
| Revaluation increase recognised in equity | - | 616,000 | - | - | - | 616,000 |
| **Balance at the end of the year** | 190,707 | 48,903,000 | 127,718,981 | 6,236,604 | 5,420,573 | 188,469,865 |

Land is not depreciated.

The depreciation rates used for each class of depreciable asset are shown below:

| **Fixed asset class** | **Depreciation rate** |
|---|---|
| Buildings | 3 - 25% |
| Plant and equipment | 5 - 33% |
| Furniture, Fixtures and Fittings | 3 - 33% |
| Motor Vehicles | 7 - 18.75% |

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

Assets purchased with a value less than $1,000 are expensed in the period acquired.

## 11 Property, plant and equipment

### (a) Movements in carrying amounts of property, plant and equipment

*Key estimates - impairment of plant and equipment*

The Entity assesses impairment at the end of the reporting year by evaluating conditions specific to the Entity that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

## 12 Intangible assets

| | 2025 | 2024 |
|---|---|---|
| | $ | $ |
| Cost | **1,260,475** | 1,260,475 |
| Accumulated amortisation | **(1,155,596)** | (1,069,208) |
| | **104,879** | 191,267 |
| **Movements in carrying amounts of intangible assets** | | |
| Balance at the beginning of the year | **191,267** | 282,486 |
| Additions | **-** | - |
| Amortisation | **(86,388)** | (91,219) |
| **Closing value at 30 June 2025** | **104,879** | 191,267 |

**Software - at cost**

Costs incurred in developing products or systems and costs incurred in acquiring software and licences that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems. Costs capitalised include external direct costs of materials and service.

**Amortisation**

Amortisation is recognised in profit or loss on a straight-line basis, generally 3-5 years, from the date that the assets are available for use.

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

## 13 Trade and other payables

| | 2025 $ | 2024 $ |
|---|---|---|
| Unsecured liabilities | | |
| Trade payables | **3,817,432** | 3,050,125 |
| Employee benefits | **2,291,815** | 1,953,887 |
| Sundry payables and accrued expenses | **5,238,413** | 3,228,083 |
| Related party payables | **324,156** | 1,006,323 |
| | **11,671,816** | 9,238,418 |

## 14 Provisions

| | | |
|---|---|---|
| CURRENT | | |
| Provision for workers compensation | **6,269,853** | 5,643,871 |

| | Provision for workers compensation $ |
|---|---|
| **Analysis of provisions** | |
| Opening balance at 1 July 2024 | **5,643,871** |
| Additional provisions | **3,402,061** |
| Provisions used | **(2,776,079)** |
| **Balance at 30 June 2025** | **6,269,853** |

**Provision for workers compensation**

The provision represents the estimated liability at balance date for premium adjustments under the Loss Prevention and Recovery (LPR) Premium Model and reflects management's best estimate of future outflows required to settle the obligation.

Under this model, workers compensation premiums are retrospectively adjusted over a four-year period following the year of insurance, based on the ultimate claims cost for that year. Adjustments are made at 24, 36 and 48 months post renewal, subject to minimum and maximum premium thresholds.

## 14 Provisions

### Provision for workers compensation

The amount provided represents management's estimate of the future obligations under existing LPR arrangements, using:

- actual and estimated claim costs notified by the Entity's broker at reporting date,

- relevant adjustment factors based on the selected large claim limit,

- expected recoveries, and

- other applicable levies and contributions (e.g. dust levy)

Uncertainty arises because claims may continue to develop for several years, and actual future premium adjustments may vary significantly from the amounts estimated.

## 15 Other liabilities

| | 2025 | 2024 |
|---|---|---|
| | $ | $ |
| Accommodation bonds and Refundable Accommodation Deposits | **160,376,692** | 153,234,736 |
| Ingoing contributions | **32,632,246** | 28,964,527 |
| | **193,008,938** | 182,199,263 |

Receivables and liabilities for accommodation bonds and ingoing contributions are recorded at an amount equal to the agreed accommodation bond amount as per the Resident Agreement. Accommodation bonds paid are offset against the debtor upon receipt. Interest is charged on unpaid bond amounts, at a fixed statutory rate determined by the Department of Health and Aged Care from the date of entry to the accommodation. Interest is calculated on a daily basis and recognised as revenue monthly.

From 1 July 2014, legislation changes under the Living Longer, Living Better regime have replaced Accommodation Bonds and Resident Entry Contributions with RADs and RACs. These are also treated as non-interest bearing loans refundable to the resident upon departure from the facility.

Resident loans are repayable upon departure and classified as current liabilities because the Entity does not have an unconditional right to defer settlement for greater than 12 months. As a result of the current liability classification there is a shortfall of current assets to current liabilities. Due to the likelihood of having to repay all accommodation bonds and ingoing contributions being extremely low, the Board is of the opinion that the Entity will continue to operate as a going concern.

## 16 Employee benefits

| | 2025 | 2024 |
|---|---|---|
| | $ | $ |
| CURRENT | | |
| Long service leave | **3,242,054** | 3,225,365 |
| Annual leave and RDO leave | **6,957,113** | 6,434,036 |
| | **10,199,167** | 9,659,401 |
| NON-CURRENT | | |
| Long service leave | **1,367,305** | 1,134,911 |

## 17 Reserves

| | | |
|---|---|---|
| **Land revaluation reserve** | | |
| Opening balance | **32,796,217** | 32,180,217 |
| Revaluation increment (Note 11) | **1,099,000** | 616,000 |
| Transfers to accumulated surplus | **(284,000)** | - |
| **Total** | **33,611,217** | 32,796,217 |

### (a) Land revaluation reserve

The revaluation reserve is used to record increments and decrements on the revaluation of land as detailed in Note 11(a).

## 18 Key management personnel disclosures

The totals of remuneration paid to the key management personnel of the Entity during the year are as follows:

| | | |
|---|---|---|
| Short-term employee benefits | **1,394,470** | 1,241,593 |
| Long-term benefits | **122,258** | 111,644 |
| Termination benefits | **80,641** | 220,083 |
| Total | **1,597,369** | 1,573,320 |

For details of other transactions with key management personnel, refer to Note 21: Related Parties.

## 19 Remuneration of Auditors

| | | |
|---|---|---|
| HLB Mann Judd Assurance (Newcastle) Pty Ltd (Cutcher & Neale Assurance Pty Ltd): | | |
| - auditing or reviewing the financial statements | **55,650** | 50,000 |
| - other assurance services | **10,695** | 24,770 |
| | **66,345** | 74,770 |

### 20 Contingencies

#### Contingent Liabilities

Anglican Care had the following contingent liabilities at the end of the reporting period:

(a) Catering Services

In April 2025, the Entity entered into a 5 year agreement with Cater Care Australia Operations Pty Ltd (Cater Care) for catering services to its Residential Aged Care facilities. The agreement included payment by Cater Care to Anglican Care of $750,000 for the upgrade of resident dining experience and additional equipment. Should the agreement terminate for any reason whatsoever in the term, Anglican Care is liable to refund Cater Care the prorata share of this amount.

### 21 Related Parties

#### (a) Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

The following transactions occurred with related parties:

| | Note | 2025 $ | 2024 $ |
|---|---|---|---|
| **The Anglican Diocese of Newcastle General Fund and Budget Account** | | | |
| Revenue: | | | |
| Corporate shared services (net) | (b) | **2,375,406** | 2,150,337 |
| Expenditure: | | | |
| Payment for chaplaincy services from other related parties | | **(387,683)** | (310,638) |
| Payment for insurance coverage from other related parties | | **(1,061,687)** | (1,362,121) |
| Payment of licence and service fee | | **(281,133)** | (289,480) |
| **Anglican Savings and Development Fund** | | | |
| Assets: | | | |
| Total funds deposited with the Anglican Savings and Development Fund | | **79,226,543** | 79,225,287 |
| Revenue: | | | |
| Interest earned on funds deposited with the Anglican Savings and Development Fund | | **3,206,281** | 2,966,587 |

### 21 Related Parties

#### (a) Transactions with related parties

| | Note | 2025 | 2024 |
|---|---|---|---|
| | | $ | $ |
| **Samaritans Foundation** | | | |
| Revenue: | | | |
| Reimbursement of expenses from other related parties | | **-** | 14,457 |
| Expenditure: | | | |
| Corporate shared services (net) | (b) | **(1,726,184)** | (880,704) |
| Lease of motor vehicles and fleet management services | | **(192,995)** | (110,873) |
| **Newcastle Anglican Schools Corporation** | | | |
| Revenue: | | | |
| Corporate shared services | (b) | **649,378** | 541,428 |

#### (b) Corporate shared services

The Corporate shared services framework was established and operates in accordance with the Inter-Agency Cost Recovery Policy. Under this framework Corporate support services such as Quality and Risk, Information Technology and Communications, Asset Management, Finance and People and Culture operate as a Diocesan pooled resource and provide services and office accommodation to all Diocesan operations and agencies. The personnel providing the services are employed by both Anglican Care and Samaritans Foundation (a related party) and other associated corporate services costs are also incurred by both Anglican Care and Samaritans. These costs are recovered from each Diocesan Agency in proportion to the services received.

#### (c) The Entity's related parties are as follows:

*(i) Key management personnel:*

The Board has determined that key management personnel are the Bishop, Assistant Bishops, Chief Executive Officer, those holding executive positions and Board Members. These positions have been identified as having authority and responsibility for planning, directing and controlling activities of the Diocese and directly or indirectly impacting the activities of Newcastle Anglican Corporation, the Samaritans Foundation, Anglican Care, the Newcastle Anglican Schools Corporation, the Trustees of Church Property for the Diocese of Newcastle and the Anglican Savings and Development Fund.

### 21 Related Parties

(ii) Board Members

The names of the Board Members in office at any time during, or since the end of the year are as they appear in the Board Members Report.

The following executive positions were considered key management personnel during the financial year:

**2025**

| Name | Position | Employing Entity |
|---|---|---|
| J Barriga | Chief Executive Officer | Samaritans Foundation |
| N Klasen | Executive Director People & Culture | Samaritans Foundation |
| C Fairley | Executive Director NDIS & Community | Samaritans Foundation |
| R Cornish | Executive Director Family & Community Services | Samaritans Foundation |
| D Clancy | Executive Director Education | Samaritans Foundation |
| A Ryan | Executive Director Finance | Anglican Care |
| L Wilson | Executive Director Quality, Risk & Safety<br>Interim Executive Director People Care (Until 24/03/2025) | Anglican Care |
| B Twomey | Executive Director People Care (Appointed 24/03/2025) | Anglican Care |
| A McCabe | Executive Director of Infrastructure (Appointed 8/07/2024, Until 14/03/2025) | Anglican Care |

**2024**

| Name | Position | Employing Entity |
|---|---|---|
| J Barriga | Diocesan Chief Executive | Samaritans Foundation |
| N Klasen | Executive Director People & Culture | Samaritans Foundation |
| J Gillis | Executive Director Strategy & Transformation (Until 30/07/2024) | Samaritans Foundation |
| G Cousins | Executive Director Finance (Until 1/08/2023) | Anglican Care |
| L Hughes | Executive Director Quality & Risk (Until 20/07/2023) | Anglican Care |
| J Martin | Executive Director People Care (Until 8/03/2024) | Anglican Care |
| C Tinker | Executive Director Infrastructure Services (Until 28/11/2023) | Anglican Care |
| A Ryan | Executive Director Finance (Appointed 21/08/2023) | Anglican Care |
| L Wilson | Executive Director Quality, Risk & Safety (Appointed 01/07/23)<br>Interim Executive Director People Care (Appointed 09/03/24) | Anglican Care |

For details of remuneration disclosures relating to key management personnel, refer to Note 18: Key Management Personnel Disclosures

(iii) Other related parties

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

### 22 Capital and leasing commitments

#### (a) Contracted Commitments

| | 2025 $ | 2024 $ |
|---|---|---|
| Contract commitments for catering and cleaning services: | | |
| Payable within one year | - | 2,690,490 |
| Payable between one year and five years | - | 1,345,245 |
| | - | 4,035,735 |

At 30 June 2023 the Residential Aged Care facilities, located in the Manning Region, were committed to a contract for catering and cleaning services. The contract was due to expire on 31 December 2025 however was terminated during the 2025 financial year.

#### (b) Lease Commitments Receivable

In February 2025, Anglican Care entered into a 5-year lease agreement with Pacific Link Housing Limited for the lease of part of the former Residential Aged Care Facility in Mount Hutton, NSW, 2290 for the purposes of temporary housing at a nominal value of $1 per year. Anglican Care has limited rights to terminate the lease under this agreement.

### 23 Cash flow information

| | | |
|---|---|---|
| Reconciliation of net income to net cash provided by operating activities: | | |
| Surplus/(Deficit) for the year | **(1,447,609)** | (7,095,214) |
| Non-cash flows in surplus/deficit: | | |
| - depreciation and amortisation | **9,247,690** | 8,839,536 |
| - net loss/(gain) on disposal of non current assets | **(2,370,885)** | (42,100) |
| Changes in assets and liabilities: | | |
| - (increase)/decrease in trade and other receivables | **(361,235)** | 519,840 |
| - (increase)/decrease in inventories | **31,703** | 29,324 |
| - increase/(decrease) in accommodation bonds and ingoing contributions | **10,809,675** | (1,042,958) |
| - increase/(decrease) in trade and other payables | **2,433,668** | (2,451,834) |
| - increase/(decrease) in provisions | **625,712** | 2,619,365 |
| - increase/(decrease) in employee benefits | **772,160** | 543,774 |
| Cashflows from operations | **19,740,879** | 1,919,733 |

## 24 Financial risk management

The main risks the Entity is exposed to through its financial instruments are credit risk, liquidity risk and market risk consisting of interest rate risk.

The Entity's financial instruments consist mainly of deposits with the Anglican Savings & Development Fund - Diocese of Newcastle, banks, local money market instruments, short-term investments, accounts receivable and payable.

### Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. The Entity manages liquidity risk by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

The Entity also has a liquidity management strategy which provides direction to ensure that it has access to sufficient readily available funds to allow the refund of resident deposits as they fall due. This is reviewed on an annual basis by Management and the Audit and Risk Committee.

(i) Cash flow and fair value interest rate risk

The Entity’s main interest rate risk arises from deposits at call and fixed interest deposits. At the end of the reporting period, the Entity had cash and financial assets as disclosed in Note 6 and Note 10. At 30 June 2025, 68% of the Entity's cash and financial assets were in fixed interest deposits (2024: 84%).

### Credit risk

The Entity has no significant concentrations of credit risk. Credit risk arises from cash and cash equivalents and deposits with financial institutions, as well as credit exposures to customers, including outstanding trade and other receivables. The Entity has policies in place to ensure that services are provided to customers or clients with an appropriate credit history. This occurs through the receipt of monies in advance or initial lump sum deposit of accommodation bonds which ensures that there is adequate coverage of retentions and accrued interest on the outstanding balance until paid in full. These are reviewed in detail by Management on a monthly basis and monitored by the Audit and Risk Committee.

At balance date the calculated expected credit loss allowance of $711,660 has been recorded to reduce the value of amounts receivable from residents. This compares to a provision of $1,248,472 recorded last year.

### 24 Financial risk management

The table below sets out the Entity's exposure to credit risk relating to financial instruments:

| | 2025 | 2024 |
|---|---|---|
| | $ | $ |
| **Financial Assets** | | |
| (a) Cash and cash equivalents | **31,900,008** | 13,881,820 |
| (b) Trade and other receivables | **4,005,920** | 3,644,685 |
| (c) Term deposits - at amortised cost | **69,182,814** | 70,994,228 |
| **Total** | **105,088,742** | 88,520,733 |

(a) The credit quality of cash and cash equivalents and financial assets are classified below according to Standard & Poor's rating agency (S&P) equivalents as follows:

| | | |
|---|---|---|
| Investment grade (AAA to BBB-) | **21,667,165** | 3,649,484 |
| Unrated | **79,415,657** | 81,226,564 |
| **Total** | **101,082,822** | 84,876,048 |

As an associated entity of the Anglican Diocese of Newcastle, the Entity is required to invest the majority of their assets with the Anglican Savings and Development Fund – Anglican Diocese of Newcastle (ASDF). As at 30 June 2025, 78% of available cash assets were invested in ASDF (2024: 96%) The ASDF is an unrated entity for the purposes of the S&P comparisons above. The investment policy of the ASDF includes investment in a mix of financial assets. Its financial report for the year ended 31 December 2024 reported funds were invested in cash and cash equivalents (21%), hybrid and interest rate securities (63%) or loans and receivables (15%).

(b) The credit quality of trade and other receivables is assessed based on the nature of services provided to the debtor, profile of the debtor, age of the debt and specific circumstances of the debtor.

(i) Nature of services provided to the debtor

| | | |
|---|---|---|
| Residential | **112,386,692** | 101,889,165 |
| Independent retirement living | **2,230,429** | 2,088,997 |
| Community care | **10,596,774** | 10,677,579 |
| **Total Revenue** | **125,213,895** | 114,655,741 |

(ii) Trade Receivables

| | | |
|---|---|---|
| Residential RAD / RAC | **51,660** | 98,363 |
| Residential DAP / DAC | **794,455** | 868,696 |
| Residential supported | **511** | 63,087 |
| Community care | **64,767** | 113,648 |
| Corporate services | **740,561** | 391,890 |
| **Total** | **1,651,954** | 1,535,684 |

## 24 Financial risk management

(iii) Age profile of the Trade Receivables

| | 2025 | 2024 |
|---|---|---|
| | $ | $ |
| Current | **188,071** | 94,154 |
| Up to 30 Days past due | **343,158** | 171,606 |
| 30 to 60 Days past due | **142,038** | 106,242 |
| 60+ days past due | **978,687** | 1,163,682 |
| **Total** | **1,651,954** | 1,535,684 |

(iv) ECL Allowance profile

| | Resident debtors | ECL Allowance | Net Resident Debtors |
|---|---|---|---|
| | $ | $ | $ |
| Stage 1 | **872,403** | (26,428) | **845,975** |
| Stage 2 | **103,291** | (8,972) | **94,319** |
| Stage 3 | **676,260** | (676,260) | **-** |
| **Total** | **1,651,954** | (711,660) | **940,294** |