

Annual Report

2016-17

Be supported
Be independent
Be respected
Be you.

Retirement Living
Home Care Services
Residential Aged Care

Contents

About Us	02	Reports		Financial Statements	
Our Vision	04	Chairman	26	Independent Auditor's Report	44
Our Mission	05	Chief Executive Officer	28	Certification of Auditor's Independence	46
Our Guiding Principles	06	Manager Human Resources and Organisational Development	30		
Our Facilities	08	Manager Assets and Infrastructure	32		
Board of Directors	10	Manager Residential Facilities/Director of Care	34		
Board Representation on Board Sub-Committees	13	Manager Quality Assurance	36		
Strategic Direction	14	Manager Finance	38		
Senior Management	16	Financial Summary	41		
Organisational Chart	18				
Year in Review	20				



For nearly 50 years Clayton Church Homes has been proud to offer an environment of inclusion, dignity and love to older South Australians.

About Us

We pride ourselves on the genuine, caring relationships we have with our residents.

We continually strive to provide the very best in physical, emotional and pastoral support, combining the security and safety of a family home with the freedom of an independent lifestyle.

Established in 1968 under the auspices and support of the Clayton Congregational Church, Clayton Church Homes provides both residential aged care services and independent living facilities to the South Australian community.

As an independent, not-for-profit organisation, the comfort and welfare of our residents is at the heart of everything we do.

"The staff are very caring. I feel loved and I feel the warmth of everyone I come across."

Mary



Our Vision

Quality care
through mutual
respect in
a loving
environment

Our Mission

Clayton Church Homes Incorporated (CCH) is committed to ensuring that its facilities and management emphasise the rights and dignity for all individuals. It is dedicated to the provision of safe and pleasant accommodation for residents, while enabling them to continue with their chosen lifestyle as much as possible.

Clayton Church Homes will continuously strive to introduce benefits and standards that are aimed at improving the physical well-being, self esteem and lifestyle of all residents.

Clayton Church Homes will remain responsive to changing individual and community needs and seek to be of service to both.

Clayton Church Homes has adopted a set of Guiding Principles in line with its Vision and Mission Statement, which underpins the provision of services to its residents.

Our Guiding Principles

Mutual Respect

Clayton Church Homes believes that mutual respect between all stakeholders supports its daily decision-making and service provision.

Quality

Clayton Church Homes aims to provide quality services so that the elderly are able to continue the lifestyle they choose within a supported environment.

Freedom

Clayton Church Homes recognises that people living in supported accommodation have the same human, legal and service rights and responsibilities as other Australians, including the need to live in harmony with other people and respect their rights.

Decision-Making and Accountability

Decisions made by Clayton Church Homes are consistent with its Vision and Mission Statements, always keeping in mind the rights of the individual, the laws of Australia and the desire to continually improve the quality of services provided.

Service Provision

Clayton Church Homes will provide services within its means and to the highest possible standard. It will always maintain the rights of the individual, the requirements of government agencies (including legislative and regulatory requirements) at the forefront of its decision making processes and future development.



Our Facilities



Residential Facilities

Clayton Church Homes Prospect
(also known as Clayton Residential Aged Care Service)

60 beds at 156 Main North Road, Prospect

Clayton Church Homes Magill
96 beds at 43 Fisher Street, Magill

Clayton Church Homes Park Village
60 beds at 30 Shillabeer Road, Elizabeth Park

Clayton Church Homes Summerhill
25 beds at 1144 Greenhill Road, Uraidla

Administration

156 Main North Road,
Prospect SA 5082

PO Box 3067
Norwood SA 5067

ABN 70 138 284 252

Retirement Living

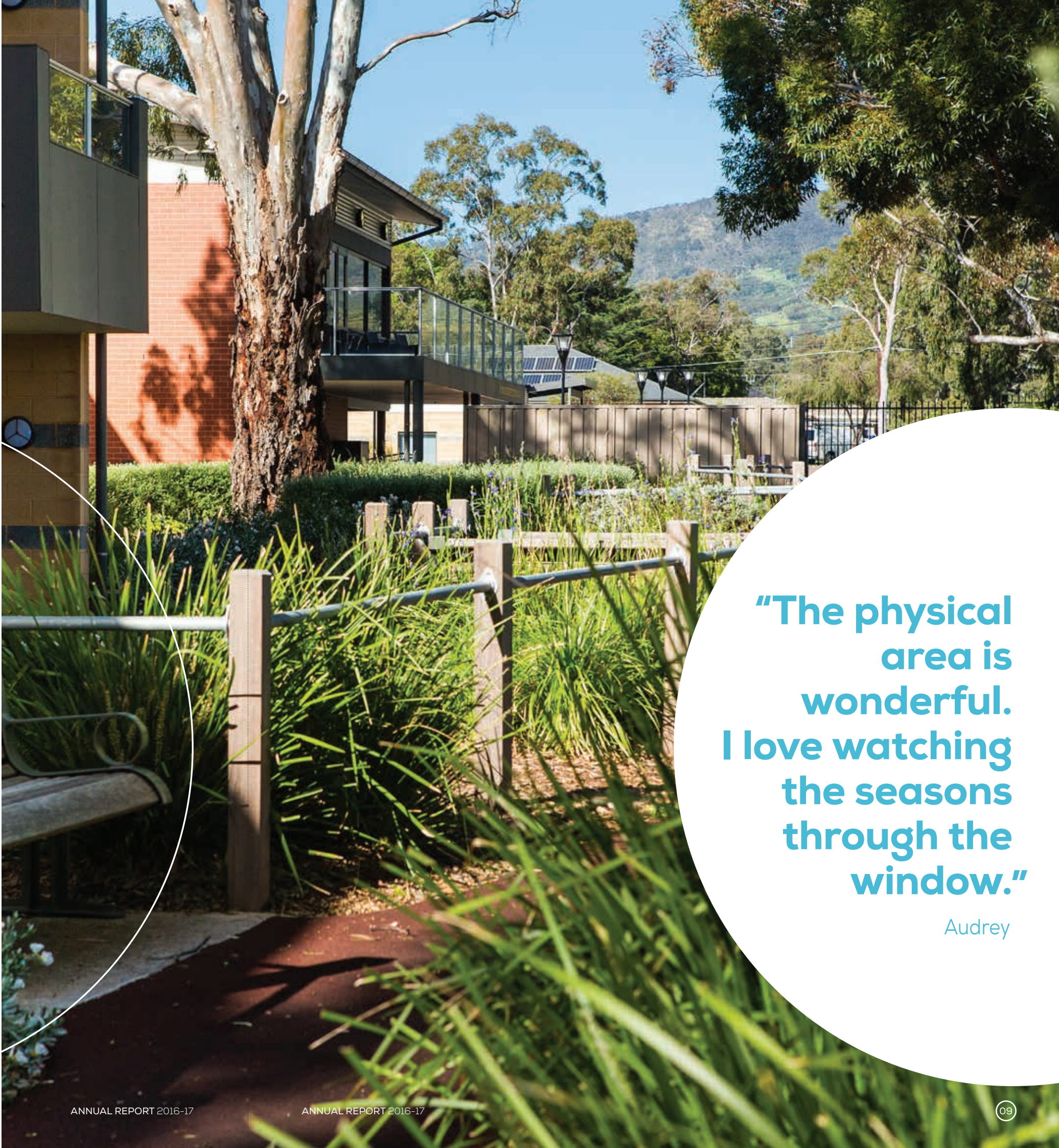
Magill
30 ILUs at Bricknell Street, Harrow Avenue and Fisher Street, Magill

Queen Street
6 ILUs at 24-26 Queen Street, Norwood

Beulah Terraces
33 apartments at 144-148 Beulah Road, Norwood

Percival Street ILUs
6 ILUs at 2-6 Percival Street, Norwood
3 ILUs at 28 Queen Street, Norwood

Uraidla Village
North Village
8 ILUs at 21 Kidney Street, Uraidla
South Village
9 ILUs at 12-14 Kidney Street, Uraidla



“The physical area is wonderful. I love watching the seasons through the window.”

Audrey

Board of Directors

Thank you to the Board of Directors who volunteer their time to be part of Clayton Church Homes and for their invaluable contribution both individually and collectively.



Brian Hern
Chairman

Appointed 1992
Chairman since 2000
Brian Hern brings to the Board over 40 years' experience as a Senior Accountant in a private practice as well as over 25 years' experience on a number of Aged Care Boards and Trusts of not-for-profit organisations. He is a long-standing helper in the Uniting Church and Community Arts.



Brian Piller
Deputy Chairman

Appointed 1998
Brian Piller has over 50 years' experience in a range of Executive positions within the mining and petroleum industries with a strong background in systems and finance. He volunteers for a number of not-for-profit aged care, Church based and Community Arts organisations.



Jenny Stewart
Board Director

Appointed 1992
Jenny Stewart has over 40 years' experience in the education sector with a strong focus on training and development, strategic planning and financial management. Jenny is also a long standing member of the Uniting Church, including four years as Chairperson of the Clayton Wesley Uniting Church Council.



Rev. Don Catford
Board Director

Appointed 2006
Don Catford has recently retired after 40 years' experience as Director, including 29 years as Chairman in not-for-profit Church based aged care organisations. He also has experience as Senior Executive and Chaplain of Uniting Church organisations.



Rosie Osman
Board Director

Appointed 2016
Rosie Osman has over 20 years' experience as a Director of a private company, a public unlisted company and several not-for-profit Boards. Rosie was a founder and Director of Accumulus Pty Ltd, and was SA's first female Certified Financial Planner. In 2000, Rosie was the winner of the SA Telstra Business Women's Award - Small Business Owner category.



Greg Adey
Board Director

Appointed 2014
Greg Adey has 35 years' experience in the provision and management of clinical services including 10 years as an Executive Manager of aged care services and four years as a private consultant in aged care. He also has extensive experience in guiding policy development and quality standards relating to aged care services.



Akos Nagy
Board Director

Appointed 2012
Nominated by the Hungarian Caritas Society, Akos Nagy represents the Hungarian community. He has extensive experience in Executive Management positions in the corporate sectors, Director of not-for-profit aged care and Cultural and Linguistically Diverse (CALD) organisations with participation in overseas study tours.



**"I feel
respected,
safe, cared
for and
listened to."**

Joyce

Board Representation on Board Sub-Committees

Finance and Audit Committee

The Finance and Audit Committee comprises three Board Directors, Brian Hern (Chairman), Brian Piller (Deputy Chairman), Greg Adey (Board Director) and Nino DiSisto (Chief Executive Officer - ex officio).

Work Health and Safety (WHS) Committee

The WHS Committee includes one Board Director, Akos Nagy, as well as management and employee representatives with the Manager Human Resources and Organisational Development, Terry Learmonth, the Committee Chairperson.

Redevelopment Committee

The Redevelopment Committee comprises two Board Directors, Don Catford and Brian Piller, as well as the Chief Executive Officer, Nino DiSisto, and the Manager Assets and Infrastructure, Tim Chia.

Nominations Committee

The recently established Nominations Committee includes three Board Directors, Rosie Osman (Committee Chairperson), Greg Adey and Brian Hern, as well as two members of Clayton Church Homes, Kevin Kelly and Beth Mylius (ILU Residents).



Clayton Church Homes is now in its second year of the Strategic Plan 2016-18 of which most of the priorities remain current and on target.

Strategic Direction

Strategic Goals

To achieve our Mission and Vision, Clayton Church Homes will pursue outcomes that meet the changing needs of the individuals and communities served, and which build strength in managing the complex changes underway in aged services. Clayton Church Homes will:

- use evidence-based innovations and best practice standards to drive our competitive advantage in services, lifestyle and built-form
- expand the reach and diversity of our services based on sound business decisions
- ensure that people are attracted to the Clayton Church Homes brand as their first choice in aged services
- develop a customer-centred workforce who put our values into action everyday
- embed healthy ageing and well-being as the core of our services

- use partnerships and relationships to develop integrated customer services and stronger business results
- develop a flexible, nimble, organisational culture to positively manage the continuous opportunities and challenges of our operating context.

Strategic Position

While Clayton Church Homes understands the appropriateness of cross-subsidising services to support our Mission, the organisation's purpose is best served by locating and pricing services in a manner which delivers long-term financial strength.

With a primary focus on residential aged care and retirement living, Clayton Church Homes will facilitate a broader integrated care continuum (e.g. Home Care)

for the Clayton Church Homes community, through either our own services or through trusted partners.

Clayton Church Homes uses state and national Uniting Church networks to enhance positive outcomes for older people, and to strengthen organisational expertise and performance.

Clayton Church Homes will continue to evaluate its strategic position with regard to critical issues such as the exponential growth of Home Care, the consolidation of Providers and the fundamental importance of competitive advantage in a deregulated market.

Since 1968, Clayton Church Homes has continually built on its commitment and leadership in providing high quality aged care and retirement living. Through

the invaluable contribution of dedicated staff, we have developed a respected reputation in the communities we serve.

This is an exciting time for Clayton Church Homes as we position the organisation to embrace the challenges and opportunities of this coming decade of major reforms. Our Strategic Plan 2016-18 provides a clear roadmap for Clayton Church Homes to achieve its mission and vision in these complex times.

Through the collaboration of our staff, volunteers and partners we look forward to the future with confidence and pride, knowing that our actions celebrate positive ageing and well-being. Each of us has an important role in achieving our strategic goals, and I thank you for your ongoing support.

Brian Hern
Chairman, Board of Directors

Our strategic priorities

- Masterplan redevelopments
- Targeted growth
- New opportunities
- Competitive advantage
- Customer-driven culture
- Key partnerships



Our organisational strengths

- Governance and leadership
- Quality management
- Business systems
- Workforce skills and culture
- Financial sustainability



Senior Management

Through the collaboration of our staff, volunteers and partners we look forward to the future with confidence and pride, knowing that our actions celebrate positive ageing and well-being.



Nino DiSisto
Chief Executive Officer

Appointed 2015

Nino is responsible for the executive leadership of Clayton Church Homes, implementation of the Board's Strategic Plan and responsibility for the development and operational management of all care services including service outcomes, staffing and operational and financial performance.



Marie Wittwer
Manager Residential Facilities/Director of Care

Appointed 2015

Marie oversees the operation of all three residential care facilities including clinical care and residential needs delivered to all residents.



Juvena Anderson
Executive Assistant to Chief Executive Officer

Appointed 2011

Juvena provides executive support to the Board of Directors, Chief Executive Officer and Management Team.



Terry Learmonth
Manager Human Resources and Organisational Development

Appointed 2017

Terry is responsible for all aspects of human resource management including Human Resource policy development, industrial relations, recruitment and workplace health and safety. Terry's role will take a key lead in the development of the organisation's workforce needs into the future.



Tim Chia
Manager Assets and Infrastructure

Appointed 2014

Tim is responsible for facilities (building, infrastructure and grounds) management and maintenance, managing new building projects and procurement and contract management. Tim is also responsible for operational property relating to retirement living services and information technology infrastructure and systems.



Nancy Dilena
Manager Finance

Appointed 2008

Nancy is responsible for the management of accounting and financial services, ensuring that proper financial controls are in place, the review and advice of financial performance and the provision of strategic financial advice to the Chief Executive Officer and the Management Team.

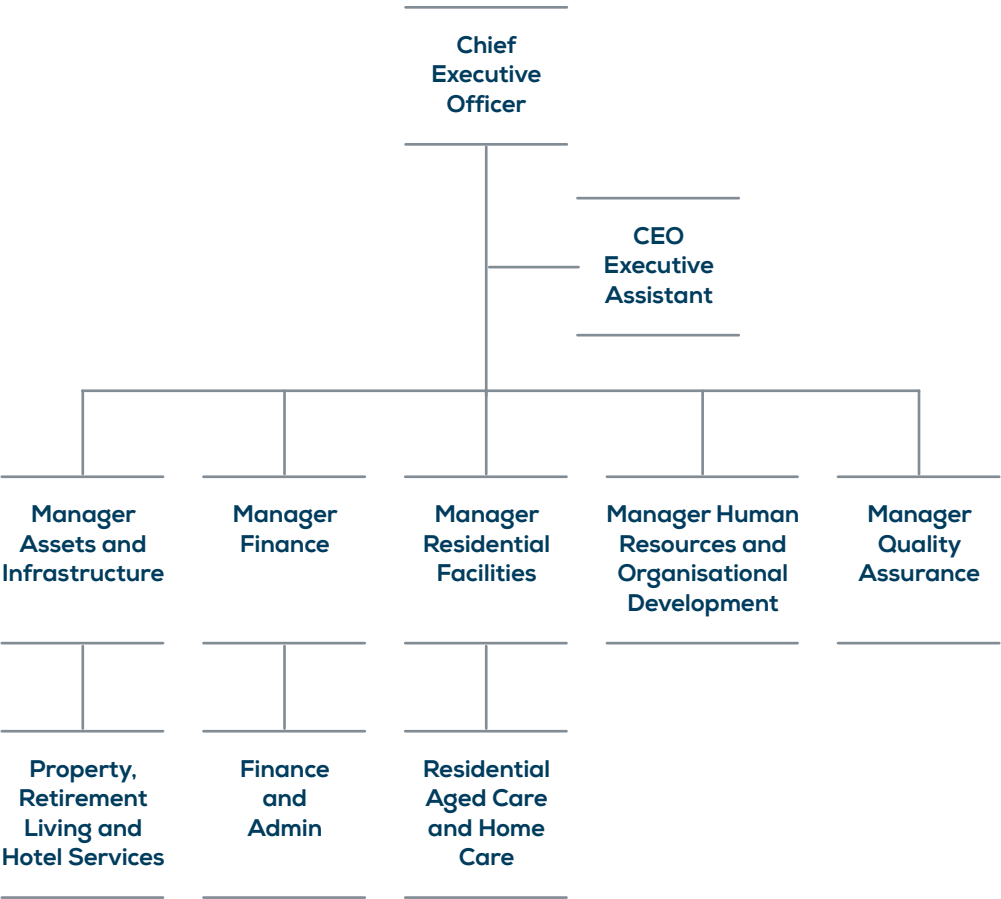


Mayur Bedi
Manager Quality Assurance

Appointed 2011

Mayur is responsible for the development and oversight of quality management systems and monitoring/reporting on the organisation's compliance status with Accreditation Standards and legislative obligations. Mayur is also responsible for conducting audits of Clayton Church Homes' systems and benchmarking activities.

Organisational Chart



“I can travel without worrying about a thing and everyone gets along. It’s the best move I’ve ever made.”

Pauline

Year in Review

Clayton Church Homes wishes to sincerely thank all staff, volunteers and suppliers for their valued contribution to Clayton Church Homes.

New Policies

The Board is committed to the safety and well-being of staff, and in November 2016, endorsed two new policies.

Workplace Aggression Policy

Commitment to provide a safe and healthy workplace where employees are not subjected to aggression and/or violence. Clayton Church Homes will support employees who are exposed to, or have witnessed, aggression and violence. This policy is applicable in all scenarios related to workplace aggression by a member of the public.

Visitor Photography Policy

Clayton Church Homes welcomes and encourages families and/or representatives to visit and spend quality time with their loved ones. It is acknowledged that families and representatives take photographs and videos of their relatives in the facilities, however, under the new policy, this can only occur if visitors and families do not breach staff and residents' privacy and confidentiality.

Independent Living Units (ILUs)

The ILU residents have continued with their formal quarterly ILU Residents' meetings as well as regular social functions. Clayton Church Homes acknowledges the strong collaboration that exists between the residents and the organisation which is valued by all. Clayton Church Homes also acknowledges the support of the Residents Committees and residents who coordinate the social activities. Members are an integral part of Clayton Church Homes and continue to be valued. The considered input from members into the proposed replacement Constitution is appreciated.



Local Member of Parliament Visits

The support of both local Federal and State Members of Parliament to Clayton Church Homes and their local community is acknowledged and valued. Local Federal Member for Mayo (representing the Adelaide Hills community) Rebekah Sharkie presented a new Australian flag to the Summerhill site in June 2017. Clayton Church Homes proudly flies the Australian flag at each residential aged care site.

Strategic Plan and Master Plan Initiatives

- Redevelopment of Prospect Site
- Construction of Percival Street ILUs
- Merger of Summerhill Inc with Clayton Church Homes Inc in October 2016
- Acquisition of former Uniting Church site at Muller Road, Greenacres
- Increase in Pastoral Care supports
- Replacement Constitution approved
- Commencement of Home Support services to Clayton Church Homes' ILU residents and the Adelaide Hills community
- Review of Information Technology solutions and the implementation of electronic medical records through iCare, electronic maintenance system and electronic payroll
- Commencement of marketing and communication review, looking at branding and marketing collateral across the organisation

Clayton Church Homes' 50th Year Celebration

In April 2018, Clayton Church Homes will be celebrating 50 years of service. Dr Geoffrey Bishop (historian and extensive publisher of the history of the Clayton Wesley Uniting Church booklet), has accepted the challenge of documenting the significant achievements and path of Clayton Church Homes over the last 50 years. The document will include a chapter on the merger with Summerhill Inc and Dr Bishop has undertaken interviews with members of the community, residents and staff who have had a long-standing relationship with Clayton Church Homes. A small sub-group has been formed to assist with gathering information and planning the celebrations of this important milestone.



Year in Review



North Adelaide Football Club Partnership

Clayton Church Homes has continued to work closely with North Adelaide Football Club, our neighbours at the Prospect site, to ensure minimal disruption to football patrons during the Prospect redevelopment period. As part of this partnership, football tickets for Home Games were made available to interested residents and their families at no cost.

It was pleasing to see 11 residents from Clayton Church Homes attend the SANFL football match between North Adelaide and Sturt on 20 May 2017 in recognition of Barrie Robran's (Clayton Church Homes member) first SANFL football game for North Adelaide (also against Sturt in 1967) 50 years ago, to the day. For the record, Sturt got their revenge beating North Adelaide.

Staff, Resident and Volunteer Benefits

Throughout 2016-17, benefits for Clayton Church Homes staff, residents and volunteers from suppliers who support the organisation have continued to be negotiated and secured.

UC Invest Golf Day

Clayton Church Homes were the beneficiaries of the annual UC Invest Golf Day fundraising activities held in October 2016, receiving \$10,000 from UC Invest. The funds will go towards the upgrade of the Chapels.

Volunteer Week

Afternoon Tea was held as part of Volunteer Week (8-14 May 2017) to acknowledge the support of our volunteers (over 70) who assist at each of our sites on a weekly basis. Volunteers from all sites attended the event along with members of the Board. HESTA Superannuation was a co-sponsor of the event for which their support is acknowledged. Thank you to all volunteers for their generous gift of time and support. The ongoing contribution to Clayton Church Homes is invaluable.

Staff Christmas Function

Clayton Church Homes held the inaugural joint staff Christmas function on 30 November 2016 at The Ellington, hosted by Spotless. This evening was a great success and provided staff with the opportunity to meet staff from other sites.

Staff Uniforms

Following feedback from residents and their families, a colour coded uniform to easily identify the staff classifications was implemented, effective 1 January 2017. The colours for the respective staff classifications being as follows:

- Registered/Enrolled Nurses – Light Blue
- Personal Care Workers – Dark Blue
- Hospitality – Green
- Administration – Red
- Site Coordinators/Pastoral Care/Lifestyle – Purple

Employee Recognition

Clayton Church Homes recently reviewed the employee recognition process acknowledging staff who have been employed for over seven years (previously ten years). With over 40 staff now having achieved this milestone, collectively over 400 years of active service has been provided to Clayton Church Homes. Congratulations to all these staff.



The background features a dark blue gradient. Overlaid on this are several concentric, light blue circular arcs that are not fully closed, creating a sense of motion or a stylized 'C' shape. A thin, vertical, light blue line runs through the center of the composition.

Reports

For the Year Ended
30 June 2017

Chairman

Brian Hern
Board Chairman

“Clayton Church Homes has a strong alignment with the Uniting Church and participates regularly in national and state initiatives.”

Thank you to members for re-electing me as Director at the October 2016 Annual General Meeting, and I am pleased to have been reappointed as Chair of Clayton Church Homes Board for 2016-17. I acknowledge the confidence that fellow Directors have in me continuing in the role.

Welcome to new Board Director Rosie Osman and congratulations to Rev Don Catford and Greg Adey for their re-election at the Annual General Meeting. Thank you to outgoing Board Member, Margaret Sammut who diligently served as a Director for the past six years.

Clayton Church Homes has a strong alignment with the Uniting Church and participates regularly in national and state initiatives. I wish to take this opportunity to formally acknowledge the 40th Anniversary in June 2017 of Uniting Care and their work on behalf of Uniting Care organisations nationally.

From a governance perspective, it has been a busy year with work on a replacement Constitution, which

was subsequently endorsed at an Extraordinary General Meeting of members on 22 May 2017.

The significant change being the introduction of a Nominations Committee to assist the Board in the appointment of Directors with the relevant skills to enable the Clayton Church Homes Board to exercise its fiduciary responsibilities in line with governance best practice.

I wish to acknowledge the extent to which the members have contributed to the adoption of a replacement Constitution and appointment of two members, Beth Mylius and Kevin Kelly to the Nominations Committee for three years.

Recommendations of the Nominations Committee for appointment to the Board are approved by the Board and ratified at the AGM for a period of three years.

Since the establishment of the Nominations Committee, members have worked diligently to recruit

prospective Directors, for ratification at the October 2017 Annual General Meeting.

As identified in last year's Annual Report, we remain on a journey of continuous reform in the Aged Care sector, to which the Board maintains an active leadership role through its Strategic Plan 2016-18 and priorities. These are restated below:

- use evidence-based innovations and best practice standards to drive our competitive advantage in services, lifestyle and built-form
- expand the reach and diversity of our services based on sound business decisions
- embed healthy ageing and well-being as the core of our services
- develop a customer-centred workforce who put our values into action everyday
- ensure that people are attracted to the Clayton Church Homes brand as their first choice in aged services
- use partnerships and relationships to develop integrated customer services and stronger business results
- develop a flexible, nimble organisational culture to positively manage the continuous opportunities and challenges of our operating context

I congratulate the Board of Directors and Management for maintaining the required focus on the development and implementation of the Strategic Plan 2016-18. This has enabled the Board to achieve a modest surplus, which will continue to be directed towards the redevelopment and improvement of our facilities and equipment.

A key element of the Strategic Plan is the Clayton Church Homes Master Plan, which focuses on capital improvements and development of our facilities and service.

The past year has been extremely busy and productive, with the redevelopment of the Prospect site converting shared rooms to single rooms, the addition of ensuites, improvement of resident accommodation and facilities in the existing building, and the construction of a new administrative office upstairs.

At Percival Street, Norwood, the old Villa and Lodge were demolished and nine new Independent Living Units

were built as part of the Percival Street Retirement Village. Both projects were completed within budget (\$10 million); however completion was delayed by 4-6 weeks at both sites, primarily due to the major inclement weather experienced during the year.

Furthermore, the merger and acquisition of Summerhill Inc in Uraidla comprising 25 residential aged care beds and 17 Independent Living Units was an extremely onerous task but completed in a respectful and supportive manner. I wish to formally acknowledge the former Summerhill Inc Board of Directors over the last 40 years for their significant contribution to the Uraidla community, and Clayton Church Homes remains confident and proud to continue as custodians of these important services to the Adelaide Hills community.

Regrettably, the 2016 Aged Care Approvals Round applications for Park Village and Summerhill were not successful and the Board will reconsider applying again in the 2017 Aged Care Approvals Round. Whilst we are awaiting the opportunity to submit another Aged Care Approvals Round application, the Board has approved undertaking the necessary redevelopment at the Park Village site to ensure the facility accommodates residents' needs in their personal rooms and in communal areas. The Board has approved a budget of \$4 million for this work to be undertaken in 2017-18.

In line with the Master Plan and its role in providing independent living, the former Greenacres Uniting Church site was purchased during the year and planning and discussion is currently underway with the Port Adelaide and Enfield City Councils to build additional Independent Living Units. Planning and approval processes should be finalised next financial year.

As part of the reform and growth, Clayton Church Homes has established a new Home Care Service supporting predominantly residents of the Independent Living Units and Adelaide Hills Community surrounding Uraidla. This service is an integral component of an integrated care model for residents receiving support from Clayton Church Homes. Welcome to our new Home Care Coordinator, Juanita Stock.

Following re-accreditation of Magill Residential Aged Care facility, ongoing

improvements are being identified through regular quality improvement processes in preparation for re-accreditation across all sites in 2018.

The Board initiative of a Pastoral Care Service continues to be very successful with ongoing support being provided to residents and their families by the Pastoral Care Team, Margaret Sammut and Olga Russo. The Board acknowledges the significant contribution of the Team, and thanks them for the compassionate care and support they give to those in need. This includes the well-received Memorial Services.

The Board has continued the initiative of acknowledging key milestones achieved by Residential Aged Care residents during the year. Clayton Church Homes is proud to be part of these milestones and is honoured that staff have had the opportunity to participate with families in these important events.

The Board's commitment and support of residents in the Independent Living Units is acknowledged with Board Directors and Management attending many of their meetings. The Board is pleased that the Retirement Villages Act 2016 (un-commenced) has now been proclaimed and have welcomed the opportunity to contribute to the drafting of the new Guidelines, which should come into effect in 2018.

The tireless work of the Board Directors as volunteers is acknowledged and appreciated, as they continue to support a range of activities including Memorial Services, Resident Meetings and other special events such as Anzac Day celebrations. This participation by the Board reinforces the strong partnership between residents and the governing body.

The Board is proud of the achievements of Clayton Church Homes in embracing and progressing the numerous strategic and operational priorities. These achievements have been made possible by the commitment, passion and desire of our Management Team and staff, supported by the many other partner organisations, medical practitioners and volunteers.

I commend to the reader, the Annual Report for 2016-17.

Chief Executive Officer

Nino DiSisto
Chief Executive Officer

“Clayton Church Homes continues to provide services to a diverse range of communities, establishing strong local links.”

It is with great pleasure that I present my Annual Report of Clayton Church Homes. From the Chairman's Report, it is evident that it has been a busy period of growth and development, made possible by the leadership of the Board of Directors and with the enormous support of residents and their families, and the commitment and contribution of staff at all levels during the year.

As an organisation, Clayton Church Homes is very proud of these achievements, which strongly align with the Board's Strategic Plan 2016-18.

Clayton Church Homes continues to be served by a strong and committed Management Team, which from February 2017 includes Terry Learmonth as Manager Human Resources and Organisational Development, following the retirement of Mike Newman. This has provided the opportunity to strengthen the organisation's focus on growth and development.

In her short time with Clayton Church Homes, Terry has already contributed significantly to improved recruitment arrangements in line with workforce requirements which need to accommodate the growth and diversity of services provided.

The tireless work of the Management Team and their leadership has enabled Clayton Church Homes to seamlessly manage the numerous developments during the year and maintain day-to-day operations at the same time. I acknowledge their contribution to the organisation in enabling Clayton Church Homes to achieve the strategic directions and priorities established by the Board.

As Executive Assistant, Juvena Anderson has continued to provide a high-level support role throughout the organisation, but in particular to the Board, residents and staff.

With the redevelopment of the Prospect site and the need for new and updated furniture and equipment, Clayton Church Homes took the opportunity to further enhance equipment replacement

including electric beds and lifters across all sites, thereby providing the latest equipment necessary to support residents in the residential aged care facilities.

Some of the organisation-wide improvements have been in the areas of clinical staffing in response to increasing residents' needs, information technology, including electronic medical records and annual maintenance program across all facilities.

A brief summary of these numerous strategic and operational achievements are outlined below:

- The formal merger of Summerhill Inc into Clayton Church Homes
- The formal purchase of the Greenacres Uniting Church
- The purchase of land in Uraidla surrounding Summerhill residential aged care facility
- Establishment of the Home Care Program Expansion of the Pastoral Care Program
- Expansion of the Volunteer Coordinator Program
- Growth and strengthening of the clinical workforce
- Significant refurbishment at Prospect and Commonwealth approval for supported residents
- Significant refurbishment funding approval for Park Village (Elizabeth Park)
- Implementation of in-house physiotherapy services from January 2017
- Embarking on the next stage of the Marketing and Communication Strategy
- Development of the Staff Values/Team Norms by staff and subsequent endorsement by the Board of Directors
- Development and expansion of electronic solutions to assist day-to-day operational matters and improve resident care:
 - Electronic Maintenance System
 - Biometric Hand Scanner replacing manual timesheets
 - Electronic Medical Records
- Environmental Audit of Memory Support Units and their enhancement for resident support.

During the year the Board has continued to monitor and review Key Performance Indicators (KPIs) to ensure that services are responsive, efficient and in line with National Benchmarks. This remains an important activity

for ongoing development and improvements. Benchmarking occurs at both a State and national level and Clayton Church Homes is pleased with the positive results that continue to be achieved.

Occupancy across the Independent Living Units and residential aged care facilities has continued at near capacity including Prospect where the redevelopment occurred, converting shared rooms to single rooms. The patience and support of residents and their families, particularly at Prospect during the redevelopment period has been sincerely appreciated.

Clayton Church Homes continues to provide services to a diverse range of communities, establishing strong local links. During the year, Clayton Church Homes finalised the sale of the Elizabeth Park Church to the Adelaide Chin Christian Church, where the Burmese Community throughout South Australia congregate. Whilst aligned with the Baptist Church, their values are very similar to those of the Uniting Church, focusing on family, respect and Christian values. We maintain an ongoing relationship with them as neighbours providing support to the community and linkages for the longer term benefit of both communities.

Medical Practitioners continue to provide an important support to Clayton Church Homes residential aged care facilities. We acknowledge their contribution and welcome the new Medical Practitioners who have joined the organisation during the year.

Workers in the aged care sector are often undervalued and it is important to formally acknowledge the

contribution they make in supporting the residents and their families on a daily basis. Change can often be a challenge; however these staff continue to develop coping mechanisms supported by Clayton Church Homes. This is particularly important as they are dealing on a daily basis with the expectations of residents and their families, and the emotion associated with moving from home into a supported accommodation facility.

Clayton Church Homes continues to explore opportunities to recognise and support workers through its employee incentive program which focuses on supports relating to activities of daily living. I am pleased with the number of employees who are taking advantage of these incentives.

The Chairman has reinforced the importance of the Pastoral Care initiative of the Board. This has been a particularly important support during the redevelopment period at Prospect where the Pastoral Care Team has been available in addition to the care staff to provide an extra level of support and comfort to residents who have been inconvenienced with the redevelopment occurring around them. Through the Pastoral Care Team, we have received feedback that the inconvenience was relatively minimal and we will use this feedback to assist in the upcoming redevelopment at the Park Village site.

Clayton Church Homes has enjoyed a very successful and productive year whilst at the same time preparing for the challenges ahead. I commend to the reader this annual report which provides a reflection on our achievements and future priorities.



Manager Human Resources and Organisational Development

Terry Learmonth
Manager Human Resources and Organisational Development

“We welcome all new staff to Clayton Church Homes with strong induction and orientation programs and ongoing mentorship and development.”

Since joining Clayton Church Homes in February 2017, I have been blessed to have met so many wonderful people. Thank you for making me feel so welcome. As I continue my journey with the organisation, I look forward to developing and implementing initiatives that develop the staff further to optimise their performance. This will continue to make Clayton Church Homes the number one choice for employment in the Aged Care industry.

Clayton Church Homes consistently seeks and appoints high calibre individuals, including the recently appointed Home Care Coordinator. We have recruited well during 2016-17 and have grown the clinical and administrative staff with Registered Nurses, Enrolled Nurses and additional Care staff at each site to enhance the quality care we provide to our residents and to meet and exceed the Accreditation Standards.

From 1 January, Clayton Church Homes established a team of Physiotherapists to support resident

needs and to assist with staff educational initiatives such as manual handling. With the growth of the organisation, and to meet the strategic goals articulated in the Strategic Plan, additional administrative and maintenance staff have been employed to support the functions of Property and Procurement. All new staff are welcomed to Clayton Church Homes with strong induction and orientation programs and ongoing mentorship and development.

The Clayton Church Homes workforce is diverse and dynamic. Across the organisation we have approximately 260 employees with 15% male and 85% female employees, of which 80% of staff are employed in a clinical capacity. This includes 147 Care Workers and 49 Registered and Enrolled Nurses. Support staff include Hotel Services, Grounds and Maintenance.

A strong commitment exists to providing education to all our staff. Staff are required to attend



mandatory training sessions to enhance their skills and knowledge. These include manual handling, emergency response, infection control, medication management, documentation requirements and understanding dementia. We engage both internal and external educators to support training and have implemented a process to measure the success of education sessions. To develop the organisation further, future education initiatives will include leadership development, team building and communication.

A significant project to complement the Paperless Office initiative, will be the use of technology to ensure all human resources documentation, systems and processes are automated to enhance efficiency and productivity. These are exciting times for Clayton Church Homes and will provide reporting functionality to inform Human Resources and Organisational Development initiatives in greater detail.

Work Health & Safety (WHS)

The WHS Committee meets regularly and ensures that Clayton Church Homes provides a safe workplace. Some of the Committee's achievements during 2016-17 include:

- Implemented the proxy system for members to ensure each site/role has a voice on WHS
- Developing comprehensive data collation, analysis and developing actions, as required, from the analysis
- Ongoing monitoring of incident data and the risk management system
- Scheduled WHS inspections carried out at all sites
- Successful integration of Summerhill WHS systems
- Review and audit of Summerhill Fire Safety Systems in consultation with CFS
- Implemented a self-audit tool from SafeWork SA to reduce the risk of manual handling injuries

Return to Work SA (RTWSA)

No one attends work to injure themselves; however in the event that they do so while performing their work, our primary goal is to ensure the employee returns to work to their pre-injury duties in a timely and supported manner. This philosophy is supported by RTWSA and the Claims Agent. Whilst our injury claims are minimal, the most common injury in aged care is back or shoulder related, due to manual handling. Ongoing education, adequate equipment and correct processes for manual handling are vital in enhancing the safety of employees and the care of residents. This has included the purchase of new automated beds, lifters, Princess Chairs and wheelchairs.

The early engagement of treating teams, such as GPs or Physiotherapists, with an injured worker and Clayton Church Homes, has been instrumental in realising positive, return to work outcomes.

Manager Assets and Infrastructure

Tim Chia
Manager
Assets and
Infrastructure

“The area of ICT transitioned to my team a short time ago and already we are making solid progress.”

Significant progress was made this year, with key achievements in the areas of procurement/contract management, the introduction of new Information and Communications Technology (ICT) initiatives and an increased focus on environmental sustainability through the development of a responsible waste management strategy.

The refurbishment of Independent Living Units, redevelopment of our Prospect/Administration and Norwood sites have also been significant activities for the team.

Restructuring has occurred to support increasing workloads associated with both organisational growth and improved business systems. A temporary part-time Property and Procurement Officer was established to provide support with the numerous projects and priorities. Furthermore, the Senior Property and Procurement Officer (formerly Property Officer) will be enhanced from 1 July 2017 to take

the lead on all property and facilities management-related activities, with the reporting lines of all Maintenance Staff transitioning to this role.

Best practice and value-for-money are central to our procurement approach; key contracts issued for tender during the year included Salary Packaging for employees, Electronic Medical Records and Transactional Banking services. Successful outcomes were achieved for each of these contracts, and a similar approach will now be applied to larger contracts such as ICT services, painting services and solar services in the new year.

After temporarily moving the Administration Office to Kent Town last year, Clayton Church Homes has now transitioned back to the newly constructed building in Prospect. We are enjoying operating from the modern facilities that Doug Fyfe and his team at Harrold & Kite have worked so hard to complete through



some particularly challenging weather.

The project to redevelop the former Lodge and Villa sites on Percival Street in Norwood into nine new ILUs has also been completed and thanks to the hard work of the Property Team and our agents at LJ Hooker St Peters, more than half of the ILUs have been sold prior to completion. Pascale Constructions are to be commended for the high quality product achieved.

Pursuant to our endeavours to identify and procure new parcels of land for the development of either ILUs or Residential Aged Care Facilities, Clayton Church Homes secured a new site on Muller Road in Greenacres. This 4000sqm site is currently disposed as an existing Church and Hall, tenanted to the Ethiopian Orthodox Church. Work continues with Architectural Consultants, Brown Falconer to finalise plans for a proposed Independent Living development and a decision will be made in the near future as to timeframes for this project.

It was unfortunate that again this year we experienced some flooding at our sites, most notably at our Magill facility where there was significant damage to carpets on the Ground Floor. Thankfully, working closely with our insurers and flooring contractor (All Spec Flooring), we managed to replace all carpets to the Ground Floor with little disruption to the residents and the site now presents to a very high standard once again. Premier Plumbing assisted with modifications to the roofing drainage system, and as a result, no further instances of leaking have occurred despite the significant downpours experienced.

The area of ICT transitioned to my team a short time ago and already we are making solid progress with our more modern approach to the use of technology as well as our goal to achieve a paperless environment. We are currently in the process of implementing both an Electronic Medical Records System and an

Electronic Maintenance System. With the introduction of Wi-Fi capability at our redeveloped Prospect site and the ICT tender to be issued in the new year, there will be some exciting innovations introduced in the very near future.

As part of our commitment to environmental sustainability, we are working closely with our waste management contractor SUEZ, to introduce a responsible waste management strategy and system over the next 12 months. This will focus heavily on more appropriate separation of recyclable waste and minimising general landfill waste. Our Prospect and Magill sites will be used as trial sites, with organisation-wide roll out to occur shortly thereafter.

A lot of hard work has occurred over the past 12 months and I would like to extend my thanks and appreciation to my small, but dedicated team, who punch well above their weight.

Manager Residential Facilities/ Director of Care

Marie Wittwer
Manager Residential Facilities/
Director of Care

“The Volunteer Program is closely linked to the Pastoral Care Program where both initiatives provide significant added value.”

Throughout the year, all residential sites have received various visits from the Australian Aged Care Quality Agency (AACQA). All sites remain fully accredited to the four Standards and 44 outcomes of Care and, at every opportunity, feedback from AACQA is taken as an opportunity to improve our services and care to the residents. This year, some of our improvements have included medication imprest systems at sites, allowing for prompt after hours supply of medications. This has proved very successful and beneficial to the residents.

Pastoral Care services have been extended and a Volunteer program has been developed which has grown considerably in the short time. Every site has volunteers attending who assist residents with activities, personal individual visits, gardening and Church services. Clayton Church Homes now has an Allied Health team and this enables us to provide additional services/therapies to residents. Exercise programs are in place at all

sites, adding more variety for the residents. The Lifestyle Program continues to develop, and staff have been working across sites with new and interesting activities and events for the residents being continually developed. Clayton Church Homes held their own Olympic Games during 2016 with friendly competition between sites. In the end, everyone was a winner and much enjoyment was had by all.

Staffing continues to increase across all areas as the changes in resident care needs are addressed in line with Clayton Church Homes Strategic Plan 2016-18. Many staff participated in Team Building Workshops in 2016, with the outcome a set of staff values being adopted and endorsed. The values identified were Respect, Communication, Teamwork, Positive Attitude, Trust and Honesty. Who wouldn't want to work at a facility where staff have such great values?

2017 has seen Clayton Church Homes start the journey into an

Electronic Medical Record system. This system will move our current paper based documentation into computer generated records. The expectation is that once staff are fluent with the systems there will be time savings in documentation, thus being able to dedicate more time to resident care and interaction.

To assist with the running of our organisation, there are many various groups that contribute to the workings of the organisation. I would like to thank everyone who participates in these groups and I appreciate the commitment that staff have to providing services to the residents. I participate in and lead the Site Managers, Lifestyle and Clinical Advisory groups.

At every opportunity we continue to provide equipment to meet the needs of the residents. Recent new equipment acquired includes lifters, beds, wound care trolleys, pressure relieving devices (mattresses), exercise equipment, electric wheelchair, portable screens, cameras and various soft furnishings. We have also been very fortunate to receive donations from families and groups at different times, and as always funds are directed to additional resident requirements.

Volunteer Program

Clayton Church Homes progressed the Volunteer Program in 2016. Since that time, the program has evolved to become the engaging and vibrant program that it is today.

Currently, all sites have the opportunity to engage with volunteers. Significant effort has been made to engage volunteers from Schools, Community and Cultural groups to offer additional support to residents.

There are currently over 60 volunteers listed on the Volunteer Register and collectively they assist in providing over 260 hours of support and interactions each month with the residents across the four residential aged care facilities. These interactions are directly focussed on the residents.

Clayton Church Homes is also fortunate to have many people who volunteer their time to the organisation through committee membership. This includes our dedicated Board members and Redevelopment Committee (building projects). Other volunteers align with Pastoral Care, community groups, schools and the multiple community organisations such as Canine

Companions. Clayton Church Homes has also commenced engagement with training organisations to provide placements for candidates studying Leisure and Lifestyle.

Volunteers support residents in a number of ways, providing special individual time, assisting residents to participate with activity programs, assisting residents to stay connected to previously enjoyed functions, communicating with residents in their preferred dialect, gardening, crafts, music, pet therapy and providing entertainment.

With the development and growth of the program, a Volunteer Orientation, Handbook and Code of Conduct has been introduced. In May 2017, an afternoon tea was held to thank all the volunteers and was attended by over 40 people.

The Volunteer Program is closely linked to the Pastoral Care Program where both initiatives provide significant added value to Clayton Church Homes' services.

Pastoral Care Program

Clayton Church Homes has continued the Pastoral Care Program which was established at the end of 2015. Margaret Sammut (0.6 FTE) coordinates the program supported by Olga Russo (0.6 FTE) who works across all sites.

In February 2017, the Board approved an increase in Pastoral Care hours from 1FTE to 1.2FTE, and this extra time was taken up by Olga Russo.

In 2016, a Church visiting program was established. The Chief Executive Officer and Pastoral Care Coordinator

visit churches who provide clergy and lay workers to all sites. So far, visits have been made to Clayton Wesley Uniting Church, Burnside Uniting Church, Hungarian Reformed Church, St. George's Anglican Church, St. John's Anglican Church Norton Summit, St. Cuthbert's Anglican Church Prospect and Hectorville Catholic Church. These visits are an opportunity to express gratitude for the support to our residents and to introduce our organisation. The visits have been well received and additional visits are planned.

Memorial Services continue to be held annually in October, at all sites, to honour residents who have passed away. These are conducted by Reverend Don Catford and the Pastoral Care Team and attended by families, staff and residents.

Pastoral Care will be working closely with Home Care Services to cater for the needs of the Independent Living Unit residents.

Pastoral Care has supported residents and their families at Prospect to facilitate the redevelopment of double rooms to single rooms. With the completion of the redevelopment work in August 2017, Prospect will adjust to its new surroundings.

Pastoral Care has conducted 'Meditation and Relaxation' and 'Reflect and Discuss' sessions at two sites with excellent feedback. They will continue with each program consisting of six sessions.

Memory Support Units receive Pastoral Care visits weekly. This is an opportunity to see residents and speak with family members who may need support.



Manager Quality Assurance

Mayur Bedi
Manager Quality Assurance

"Each of our residential aged care sites receive support visits from the Australian Aged Care Quality Agency (AACQA)."

Summarised below is a report on Clayton Church Homes' performance in areas related to quality over the last 12 months and some of the major changes implemented.

New Initiatives

Electronic Medical Records

As part of the Paperless Office initiative, a tender process was undertaken late-2016 to appoint an Electronic Medical Records provider. Four providers were invited to submit their proposals. Telstra Health (iCare Health) were successful in the process. iCare completed an on-site Implementation Planning Study in May 2017, assessing our network, infrastructure and operational requirements and developed an implementation plan. A project team has been established to coordinate the implementation with a view to all four facilities using iCare by end of November 2017. The implementation phase will be very resource intensive;

the project plan has been developed to ensure minimal disruptions to day-to-day activities. IT Infrastructure will be upgraded as a part of the broader ICT Strategy.

Paperless Office

In addition to Electronic Medical Records, two other major initiatives are underway as a part of the Paperless Office initiative: CIM expansion and an electronic maintenance system.

Audits/Surveys

Accreditation and Support Visits

Each of our residential aged care sites receive support visits from the Australian Aged Care Quality Agency (AACQA). Management of challenging behaviours has been a strong focus across all facilities to ensure our residents receive the quality care they deserve. AACQA Assessment Contact reports provide us with an opportunity to review and improve

our systems and processes to achieve the best outcome for the residents and our organisation. The feedback from AACQA is also used to review and update procedures and forms. Preparation for re-accreditation across all sites is well underway for 2018.

Internal Audits

- Moving on Audits (MOA) – Clayton Church Homes continues to utilise one of the best continuous improvement system tools through audits, surveys and quality indicators on a monthly basis. Potential improvements from the MOA tools are identified and incorporated into systems to provide quality care to residents. The program is running to schedule and reports are available to the Management Team for review and discussion.
- Call Bell Audits – Random Call Bell Audits are conducted every month at residential aged care sites. The average call bell response times are compared to the previous month for benchmarking. Staff are now continuously reminded through memos and meetings to answer residents' call bells as soon as practical and we have seen a significant improvement in call bell response times compared to last year.

Corporate Induction

Clayton Church Homes endeavours to provide the best working environment for employees. The Corporate Orientation program is regularly conducted for all new employees to help them understand organisational values and goals. For 2016-17, five successful Corporate Induction sessions have been held. Staff who attended these sessions found them informative and beneficial to their new roles. Staff are also provided information on their employee benefits and incentives. These sessions are conducted by the Chief Executive Officer, Manager Human Resources and Organisational Development, Manager Residential Facilities and Manager Quality Assurance.

Reporting and Analysis

- Key Performance Indicators (KPI) Report is generated monthly and presented to the Board of Directors. The Report incorporates

financial, workforce, quality and property management. The KPI reporting framework was reviewed in December 2016 and the Board agreed to receive a KPI Dashboard to review organisational performance at a glance. The Board has given very positive feedback as the KPI report helps them understand the organisation's operational performance.

- Strategic and operational risk registers are regularly monitored and reviewed by the Board, Senior Planning Group (SPG) and Work Health & Safety (WHS) Committee. These registers identify strategic and operational risks as well as strategies to mitigate identified risks.
- Significant input is received from reporting channels, particularly from "Have Your Say" (HYS) forms. The forms are also used to capture any verbal feedback and incorporate it into a trends analysis. Staff, residents and relatives are increasingly using this form to provide feedback. Appropriate action is taken to address any issues raised.
- Senior Planning Group (SPG) and Site Management Meeting (SMM) meetings are held fortnightly to maintain a proactive approach in implementing ideas and actions resulting from analysis of trends, audits and reports. SMM reviews procedures and forms each fortnight. The performance of these committees, as well as the others, is reviewed annually as part of the Board Annual Work Plan.

- Clayton Connections – The bi-monthly staff newsletter has been an effective communication tool to keep staff informed of any new developments within the organisation. The Chief Executive Officer and a Manager contribute an article for each edition. Staff are informed about incident and reporting data through this newsletter.

Miscellaneous

- Succession planning: As a part of the management succession planning, Dr Matylda Howard was appointed to assist and backfill the Quality Assurance role during my absence. Matylda is a Registered Nurse with an academic and quality assurance background.
- Manuals and assessment forms are being updated to reflect current care practices and ensure improved care, clear and better communication among the clinical team, allied health professionals and other stakeholders. Clayton Church Homes continues to utilise Joanna Briggs Institute subscription for best practice clinical guidelines.
- The Corporate Action Plan captures all organisation-wide improvements. Training Registers and Master Action Plans assist in maintaining clear and accurate records.



Manager Finance

Nancy Dilena
Manager Finance

“Summerhill Inc with 25 residential care beds and 17 ILUs was a major inclusion in CCH activity.”

Overview of Financial Position

I am pleased to report that Clayton Church Homes’ financial result for the year ending 30 June 17 is a surplus of \$4,277,272 (compared with \$5,041,648 at 30 June 2016). The surplus includes non-operating income that will be used for future redevelopment/upgrading of facilities at Clayton Church Homes.

Residential Aged Care Services and Independent Living

This financial year’s annual operating revenue increased by 21.52% to \$26,362,457. This is attributable to the merger with Summerhill Inc that includes a 25 bed residential facility and 17 Independent Living Units. This came into effect on 17 October 2017.

The primary increase of revenue was in the area of government subsidies

(\$1,624,414 or 11.67% increase). Continuous training of employees to review claims for subsidies and increasing resident categories has resulted in a consistently high level being received in government subsidies across all our Residential sites.

The Living Longer Living Better Aged Care Reforms introduced in July 2014, has meant that Accommodation Charge income continues to decreased from \$295,115 to \$189,929 or 35.64%. Accommodation Bond Retentions decreased by \$24,098 or 20.15% and has been replaced with Daily Accommodation Payments which have increase by \$149,149 or 30.64%.

During the financial year, land at 20 Shillabeer Rd Elizabeth Park, owned by CCH was subdivided and the remaining parcel of land, occupied by a church, was sold to a new congregation. This resulted in a gain on sale of \$643,267.



Annual operating expenses increased by \$5,433,296 (32.63%) to \$22,085,185. With the increase in resident care needs, staffing levels have been adjusted accordingly and CCH now employs its own therapy services staff such as Physiotherapists. This in turn has reduced the cost of engaging external Speciality Health Professionals. For another year, cost savings of \$9,551 have been made in the areas of electricity, water and gas expenditure with discounts being given direct to CCH by the suppliers.

To enhance the internal efficiencies and effectiveness of information management and subsequent reporting, we are in the process of expanding the capacity of our accounting and information database-CIM (Corporate Information Management) to provide effective functionality across administrative processes.

The ultimate goal of reduced costs will occur through capturing data and analysing costs which will allow for more informed decisions to be made on the appropriate expenditure required to maintain up to date facilities and equipment for CCH’s residents.

Statement of Financial Position

Total Assets

Total assets increased by \$27,919,587. With the continued increase in government funding, excess funds have been invested into term deposits. Also, building works at our Prospect site and Norwood Independent Living Units are well underway with occupation expected early in the new financial year. With the merger of Summerhill Inc total assets have increased by \$9.37 million. There have been additional purchases for new parcels of land at

Greenacres and the land surrounding Summerhill aged care facility, thus increasing the net assets.

Total Liabilities

Total liabilities increased by \$21,735,119. This increase incorporates the merger with Summerhill Inc liabilities of \$6.94 million and reflects residents choosing to meet their accommodation expenses by way of a Refundable Accommodation Deposit for residential care.

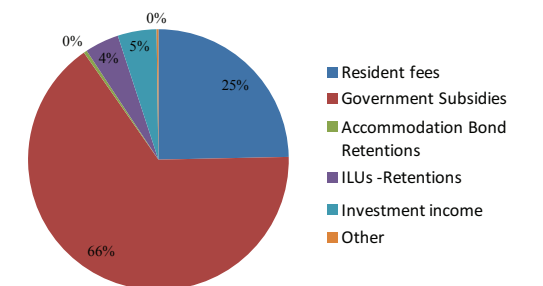
"Commonwealth Government subsidies of \$15.5 million represents 60% of revenue."

Nancy Dilena
Manager Finance

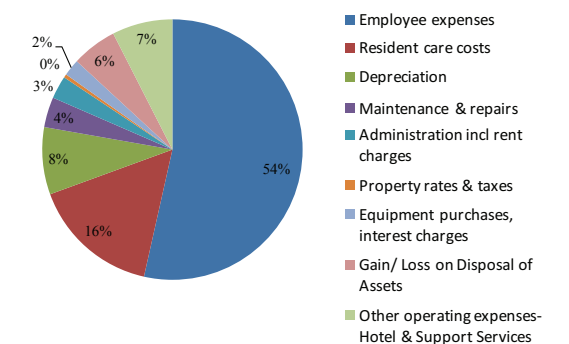
Financial Summary

For the Year Ended
30 June 2017

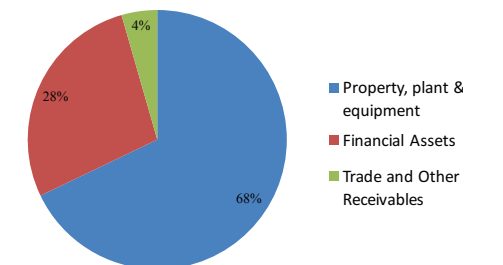
Revenues by Source	\$	%
Resident fees	5,841,730	22%
Government Subsidies	15,547,683	60%
Accommodation Bond Retentions	95,516	0%
ILUs - Retentions	1,003,470	4%
Investment income	1,140,898	4%
Other	52,897	0%
Gain on Acquisition	2,428,964	9%
	26,111,158	100%



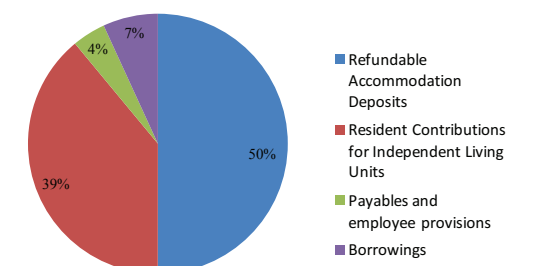
Expenses by Category	\$	%
Employee expenses	11,818,646	54%
Resident care costs	3,514,606	16%
Depreciation	1,842,793	8%
Maintenance & repairs	828,202	4%
Administration incl rent charges	626,873	3%
Property rates & taxes	93,728	0%
Equipment purchases, interest charges	459,424	2%
Gain/ Loss on Disposal of Assets	1,241,634	6%
Other operating expenses-Hotel & Support Services	1,659,279	8%
	22,085,185	100%



Assets by Category	\$	%
Property, plant & equipment	96,111,412	68%
Financial Assets	39,166,457	28%
Trade and Other Receivables	6,305,693	4%
	141,583,562	100%



Liabilities by Category	\$	%
Refundable Accommodation Deposits	36,565,170	50%
Resident Contributions for Independent Living Units	28,491,002	39%
Payables and employee provisions	3,043,248	4%
Borrowings	5,008,171	7%
	73,107,591	100%





Financial Statements

A copy of audited financial statements for the year ended 30 June 2017 is available from the office of the CEO. Please phone (08) 8404 8200.

A report from the Auditor is however provided later in the Annual Report.



INDEPENDENT AUDITOR'S REPORT

To the members of Clayton Church Homes Inc.

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report, being a general purpose financial report, of Clayton Church Homes Inc. (the entity), which comprises the Report by the Board of Directors, the Statement by Members of the Committee, the Statement of Comprehensive Income for the year ended 30 June 2017, the Statement of Financial Position, the Statements of Changes in Equity, the Statement of Cash Flows for the year then ended 30 June 2017 and the notes comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial report of Clayton Church Homes Inc. is in accordance with the requirements of the *Associations Incorporation Act (SA) 1985*, including:

- (i) giving a true and fair view of the entity's financial position as at 30 June 2017 and of its performance and cash flows for the year then ended; and
- (ii) that the financial records kept by the entity are such as to enable financial statements to be prepared in accordance with Australian Accounting Standards.

Basis for Opinion

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

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

Responsibilities of the Chief Executive Officer for the Financial Report

The Chief Executive Officer is responsible for the preparation and fair presentation of the financial report in accordance with the Australian Accounting Standards (including the Australian Accounting Interpretations), and the *Associations Incorporation Act (SA) 1985*. This responsibility includes determining that the basis of preparation described in Note 1 is appropriate to meet the need of the members. The Chief Executive Officer's responsibility also includes designing, implementing and maintaining internal controls relevant to enable the preparation of the financial report to be free from material misstatement, whether due to fraud or error.

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

The Chief Executive Officer of Clayton Church Homes Inc. is responsible for overseeing the entity's financial reporting process.

Office:
214 Melbourne Street
North Adelaide SA 5006

All Correspondence:
PO Box 755
North Adelaide SA 5006

T: (08) 8267 4777
F: (08) 8239 0895
E: admin@deannewbery.com.au

Liability limited by a scheme approved under Professional Standards Legislation

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 the audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of financial report.

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the management'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 report 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 report, including the disclosures, and whether the financial report 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.

DEAN NEWBERY & PARTNERS
CHARTERED ACCOUNTANTS



JIM KEOGH
PARTNER

Signed on the 10th day of October 2017,
at 214 Melbourne Street, North Adelaide

Certification
of Auditor's
Independence

For the Year Ended
30 June 2017



Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of Clayton Church Homes Inc. for the year ended 30 June 2017, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board.

A handwritten signature in black ink, appearing to read "J. Keogh".

JIM KEOGH
Partner

DEAN NEWBERY & PARTNERS
CHARTERED ACCOUNTANTS

Dated this 10th day of October 2017

Office: 214 Melbourne Street North Adelaide SA 5008	All Correspondence: PO Box 755 North Adelaide SA 5006	T: (08) 8267 4777 F: (08) 8239 0895 E: admin@deannewbery.com.au
---	---	---

Liability limited by a scheme approved under Professional Standards Legislation



“The staff
are very
considerate
and caring.
They go out
of their way
to help.”

John





Administration

156 Main North Rd
Prospect SA 5082

PO Box 3067
Norwood SA 5067

Phone 08 8404 8200
Fax 08 8342 2599

claytonhomes.com.au