



Making people's lives better

2023/2024

ANNUAL REPORT



Making people's lives better





ACKNOWLEDGEMENT OF COUNTRY

Suncare acknowledges the Traditional Custodians of Country throughout Australia and recognises the continuing connection to lands, waters, and communities.

We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past, present and emerging.

The artwork concept and narrative were developed by David Williams.

David is a proud Wakka Wakka artist at Gilimbaa.



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BOARD FOREWORD

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As Chair of Suncare Community Services, I am honoured to present this year's Annual Report, celebrating our 54th year of service to Queensland communities. This year further signifies our continued commitment to providing care, support, and connection to those who need it most.

It has been a pivotal time for Suncare this year as we welcomed a new era of leadership. We are fortunate to have secured an experienced and knowledgeable executive and senior leadership team, headed by our new CEO, Kimberley Attenborough, whose vision and expertise are already driving positive momentum across the organisation. This refreshed leadership team is well-equipped to navigate the evolving landscape of the aged care sector and lead Suncare into the future with confidence, agility, and integrity.

Our mission stays strong, and we are committed to providing top-quality care, supporting our customers, and promoting inclusion. As we adapt to changes in the industry, our focus is to keep our services meeting the needs of the communities we serve, while always aiming for the best care possible. None of this would be possible without the dedication and commitment of our staff and volunteers, whose care is at the centre of everything we do. I extend my sincere thanks to each of them for their contribution.

Looking ahead, I am confident that Suncare will continue to build on our strong foundation, delivering outstanding care and support, while embracing opportunities for innovation and growth.

Thank you for your ongoing support of Suncare Community Services.

Warm regards,
Mario Pennisi AM
Chair, Suncare Community Services



CEO MESSAGE

It is a privilege to share my first message as CEO of Suncare Community Services in this year's annual report. Since stepping into this role I have been continually impressed by the commitment, compassion, and professionalism of our team, and I am excited about the opportunities that lie ahead for Suncare.

At the heart of our success is the wellbeing of our team members and volunteers. Our volunteers, in particular, play a pivotal role in delivering compassionate care and fostering the connections that define Suncare. Their dedication and tireless efforts are invaluable, and we are deeply grateful for the positive impact they make on the lives of our clients.

I believe that looking after our team is not only the right thing to do, but it is also essential to delivering the best outcomes for our clients. My priority is to create an environment where every team member feels supported, valued, and most importantly like they belong. I am also committed to fostering diversity and inclusion, as I know that our strength lies in the variety of perspectives, experiences, and backgrounds that make up the Suncare team.

As we move forward, I am particularly excited to expand on our efforts to reinvest in the communities we serve. The social fabric of Suncare has always been centred around connection, and we are looking to further strengthen these ties through new programs that directly benefit the people and communities who rely on us. From supporting local initiatives to improving social engagement for older

Australians, we remain focused on building a more connected and resilient community.

In addition, with the continued evolution of aged care reforms, it is essential that we stay ahead of these changes. At Suncare we understand the importance of clinical governance in ensuring the quality and safety of our services. We are committed to growing this capability within our business, ensuring that we not only meet but exceed the standards expected of us as we navigate this period of significant change.

I am incredibly proud of what we have achieved this year and even more excited for what the future holds. With the ongoing dedication of our talented staff, the strength of our partnerships, and a clear vision for the future, I am confident that Suncare will continue to thrive and make a lasting positive impact on the lives of those we support.

Thank you for your trust in Suncare and for being a part of our journey.

Warm regards,
Kim Attenborough
CEO, Suncare Community Services



WHO WE ARE

Supporting the Community since 1970

Suncare Community Services began with a simple but powerful vision: **to support those in need with warmth and compassion.**

What started as a Meals on Wheels initiative to provide home cooked meals to those in

need and driven by the Maroochydore Rotary Club quickly grew into something much greater. On September 3, 1970, the Central Sunshine Coast Committee on the Ageing was formed, thanks to the dedication of Julian

Madden and Lieutenant Colonel Vin James. Their commitment, along with the efforts of local volunteers, launched the meal service this quickly grew to providing not just meals but connection to our community.



1970's

In the early 1970s the Ladies Auxiliary raised funds with a series of activities, from baking cakes to hosting garden parties to support the expanding services.

Founding member June Conolly, who started volunteering at this time, became a driving force behind Suncare's growth. Her tireless dedication led to significant projects including the Community Hall and the Maroochydore Day Respite Centre, impacting countless lives with her compassion and leadership.

1980's

The 1980s saw the growth of the Day Respite Centre, largely funded by community bingo events organised by Rex Wigley who raised around \$400,000.

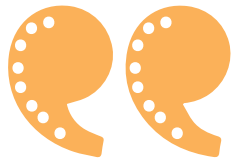
The Centre opening in 1987 was further supported by a building grant from the Home and Community Care Scheme, marking a new era of expanded care.

1990's

The 1990s saw Suncare expand its services, beginning with Crisis Respite Care in 1991. By 1996, the organisation secured government funding to open the Commonwealth Respite Centre (CRC), enhancing their capacity to provide much-needed support. In 1998, a mental health component was added to the respite services, reflecting a growing commitment to holistic care.

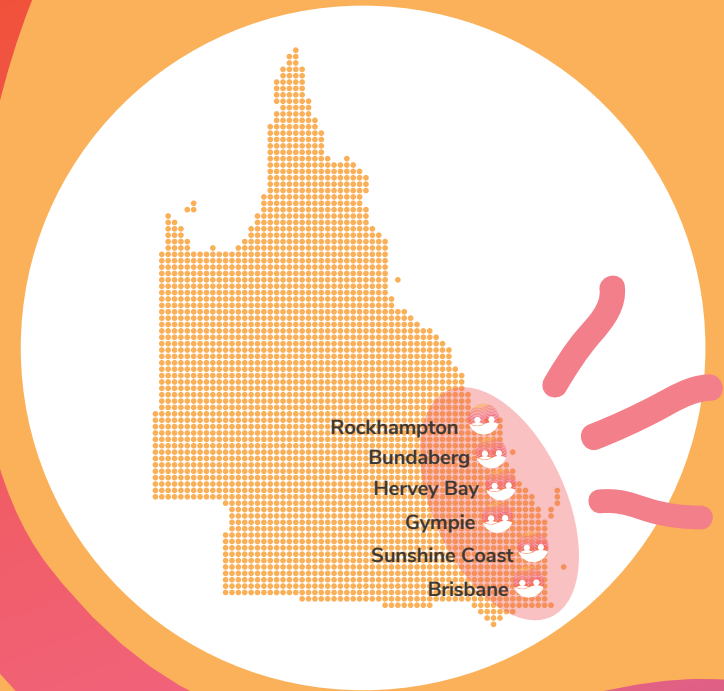
2000's

As Suncare expanded its reach, moving into the Wide Bay Region in 2002 and in Gympie, Central Queensland, and North Brisbane in 2005, the organisation continued to grow and service the needs of more customers.



Continue to serve our customers with kindness and respect. Never lose the 'people connection' – we are not just a business; we are making a difference.

Employee Quote,
2024 Employee Engagement Survey



2010's

In 2010 services were streamlined under a unified management structure and the Boronia Respite Cottage was opened in 2012, enhancing our unique respite care offerings.

The introduction of Regional Assessment Services in 2015 alongside additional funding from the Commonwealth Home Support Programme (CHSP) and Short-Term Restorative Care (STRC) in 2017 allowed Suncare to further its mission.

2024

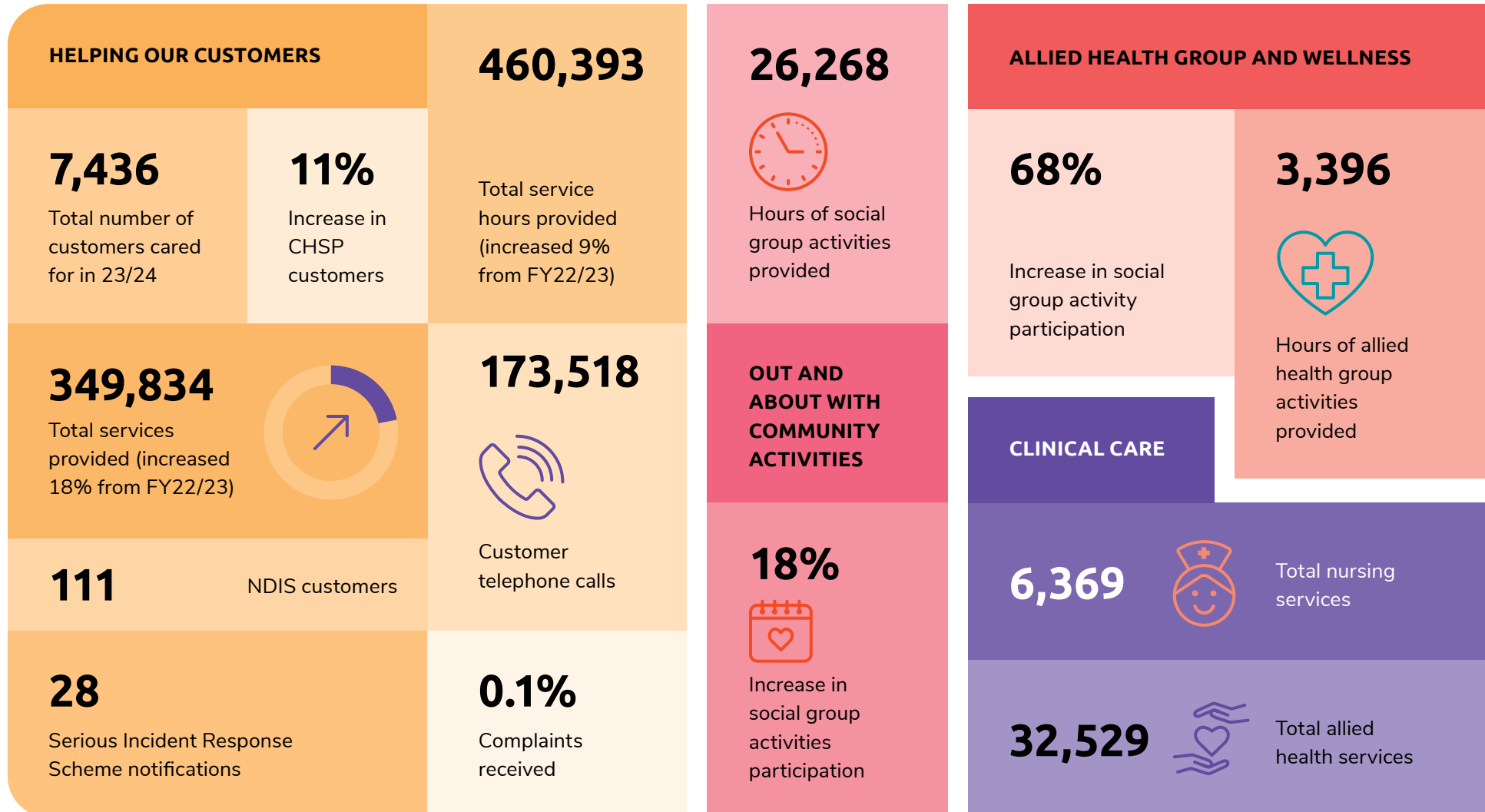
Now in its 54th year, Suncare is not just a flourishing organisation - it's a community built on the enduring spirit of making lives better.

Our history is a testament to the heartfelt dedication of those who came before us and we remain committed to carrying forward their legacy of care and compassion.



SUNCARE 2023-24 A YEAR IN NUMBERS

10



SUNCARE TEAM GROWING

698



Team members

2%

Team members who identify as Aboriginal or Torres Strait Islander

10,954



Hours of mandatory training completed

1,791



Combined years of staff service

SAFE AND RELIABLE RESPITE SERVICES

491



Nights of cottage respite care provided

397



Centre based respite visits

85%



Female team members

DELIVERING NOURISHMENT - MEALS ON WHEELS

5,008



Volunteer hours

36,147



Total meals provided

VOLUNTEERING IN OUR COMMUNITIES

182



Number of volunteers

20,856



Total volunteer hours

5,724

Customer Transport services

9,090

Volunteer Visitor Scheme visits

OUR STRATEGIC PRIORITIES

The Way Forward

From our foundation of success, we have created a roadmap that identifies five clear goals. Achieving them together is our way forward to future success.

Our Vision

Suncare's vision is **making people's lives better**.

This means:

- We are the first choice for in-home aged care and community services
- We are a preferred employer
- We have strong, positive relationships with all our stakeholders
- We strive to continually improve community outcomes

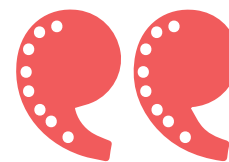
Our Purpose

Suncare's purpose is to provide innovative personal solutions that support our customers to live life their way.

Our Values

We value:

- **An organisation that is dynamic and future focused** – we are innovative and agile in response to industry changes
- **Genuine relationships** – we are authentic in our approach and work collaboratively with our customers, employees, volunteers and stakeholders
- **A culture that actively contributes to achieving our vision** – we are inclusive, respectful and empathetic



**Just keep doing what we do well
- making people's lives better.**

Volunteer Quote



Deliver Outstanding Customer Experience

We'll develop a deep understanding of our customers' needs and align our people, products and services to these needs. We'll develop new services, identify future opportunities, and expand our regions and deliver outstanding experiences to more customers.



Enhance Our Brand

We will continue to enhance and build upon our already much valued and trusted brand. Through PR and marketing, our partnerships and stakeholder engagements and our collective actions, customers will recognise Suncare as a provider of choice for in-home aged care and community services.



Ensure Operational Excellence

While we will maintain our current high standards, we'll also develop them further through continuous improvement of our internal systems and processes. We'll strengthen existing relationships with strategic partners to create greater efficiencies and new opportunities.



Build Financial Viability

We will review our business model to determine how we achieve the best outcomes for our customers from a whole-of-Suncare perspective. In doing so we will grow and diversify revenues and build financial viability.



Be Sustainable

We will strive to become a best practice organisation for environmental sustainability and customer advocacy, and set a new benchmark for community services organisations. We'll achieve this through stakeholder engagement, quality standards, internal systems and processes. As an employer of choice, we'll continue to attract talented and committed employees and volunteers.

PREPARING FOR THE FUTURE: SUPPORT AT HOME

As part of our ongoing commitment to providing exceptional care, we are gearing up for significant industry-wide changes through the Support at Home legislation.

These changes are set to enhance the quality and accessibility of the services offered to customers, ensuring that they are more tailored to the unique needs of each individual requiring support.

Preparing Early

In early 2024, Suncare formally established key business priorities and projects in anticipation of this transformation. This led to the establishment of a Board-led Transformation Committee in July 2024, which will guide and support the business through the necessary updates and changes. By planning ahead and engaging our dedicated team early, we are able to anticipate challenges, streamline processes, and ensure a smooth transition. This proactive approach ensures we continue to maintain our high standards of care and deliver outstanding support to those who rely on our services.

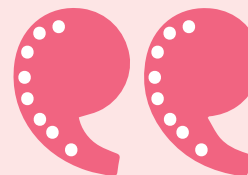


Commitment to Excellence

Suncare is focused on staying ahead of industry developments and adapting to new regulations with agility and precision. Our team's skills and practical approach will help us navigate these changes effectively, and we are confident in our ability to implement them successfully.

Looking Ahead

The upcoming changes to the Support at Home legislation offer an exciting opportunity to enhance the quality of care we provide. While we eagerly embrace these reforms and prepare to meet the new standards, we will never lose sight of the heart that drives our work. By keeping our community's wellbeing at the core of everything we do, and with the continued support of the Transformation Committee and our dedicated team, we will set a new benchmark for excellence. Together, we are excited about the future but remain committed to ensuring that the heart of our service—providing compassionate, personalised care—stays central to our mission.



Investing in the right things for the future.

What Does Suncare Do Well?
Employee Quote, 2024 Employee Engagement Survey

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PRIORITIES

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Aligning Suncare's Sustainability Agenda with the SDGs

Through 2023/24, Suncare has conducted an in-depth analysis to align its ESG agenda with the United Nations Sustainable Development Goals (SDGs). This process involved reviewing the SDGs to determine which ones are most relevant to Suncare's mission and the needs of the communities it serves. By assessing how these goals intersect with strategic priorities and our community services, Suncare recognised that several SDGs directly align with its work, while others offer opportunities for future development.

The Sustainable Development Goals (SDGs), agreed by all UN Member States in 2015, are a set of 17 universal goals aimed at achieving significant social, economic, and environmental change by 2030.

They provide a global blueprint to end poverty, protect our planet and ensure prosperity, guided by the premise that no-one should be left behind.

UN Global Compact. 2021, *The SDGs Explained for Business*, available at: unglobalcompact.org/sdgs/about

Suncare has identified five key SDG priorities:



SDG 3 – Good health and Wellbeing

Ensure healthy lives and promote well-being for all through initiatives that support physical and mental health, particularly for seniors and vulnerable communities.



SDG 4 – Quality Education

Promote inclusive and equitable quality education by supporting lifelong learning opportunities for all, including workforce development and training programs that empower individuals and improve community resilience.



SDG 10 – Reduced Inequalities

Reduce inequalities by advancing human rights, promoting Women's Empowerment Principles, and recognising Indigenous Peoples' Rights. We strive to create an inclusive environment that provides fair opportunities, prioritises the most vulnerable, and actively works to eliminate barriers to equality.



SDG 13 – Climate Action

Take urgent action to combat climate change through energy-efficient practices and sustainable initiatives in Suncare's operations and community outreach.



SDG 16 - Peace and Justice Strong Institutions

Strengthen organisational governance by promoting transparency, accountability, and inclusive decision-making. We are committed to building strong, effective institutions that ensure fair access to services and foster trust within our workforce and the communities we serve.



CARING ABOUT OUR SPACES



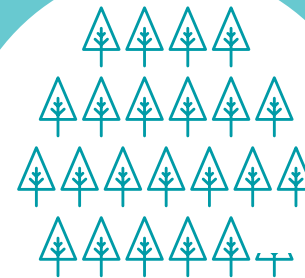
Environmental Impact & Sustainability

Suncare recognises the urgent need to address environmental concerns caused by human activity, which poses risks to our communities and strategic goals. We are committed to reducing our environmental impact and optimising resource use through effective systems for measurement and monitoring.

Our environmental policy introduced in 2023 establishes a framework for integrating responsible practices into our operations. It aims to enhance awareness and foster sustainable, climate-conscious decisions among our staff, customers, and the community. We're pleased to share our initial snapshot in the important focus area.

Waste reduction at Meals on Wheels Maroochydore

- We have engaged Earthborn Australia, green organics recycling facility. Based on the Sunshine Coast, this aerobic composting plant accelerates the decomposition of organic matter in a controlled microbial environment and minimising and repurposes organic waste.
- Return of food packaging from consumers to ensure that it is correctly recycled and not sent to landfill.
- Assessment of meal packaging currently used to ensure that recycling potential is maximised.
- Assessment of purchasing practices to minimise packaging.



PAPER USAGE
22.4 TREES

How We Care

Reducing the impact from our operations and supply chain and improving our footprint.



SUNCARE FLEET IS NOW
83% HYBRID CARS
WITH THE ADDITION OF
35 HYBRID VEHICLES
IN 2024



EMISSIONS REDUCTION
/ DECARBONISATION
CO2 PRODUCED:
2.4T. (TONNES)





The switch to hybrids should
reduce direct exhaust CO2
emissions by approximately

30%

in urban driving conditions*

[*abc.net.au/news/science/2024-07-05/hybrid-car-sales-outstripping-evs-electric-vehicles-emissions/104054438](https://www.abc.net.au/news/science/2024-07-05/hybrid-car-sales-outstripping-evs-electric-vehicles-emissions/104054438)

CARING ABOUT OUR CUSTOMERS

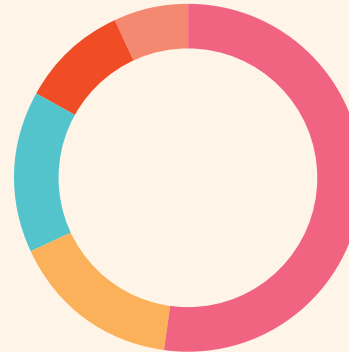
7,436



Total number of customers cared for in 23/24

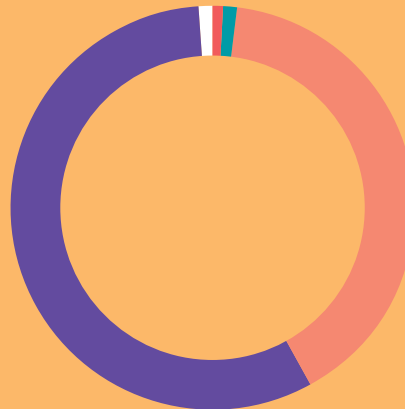
Customer locations

Sunshine Coast **53%**
Wide Bay **16%**
Moreton Bay **15%**
Brisbane **10%**
Fitzroy **7%**



Generations

Gen Alpha + Gen Z + Millennials **1%**
Gen X **1%**
Baby Boomers **40%**
Post War / Silent Generation **57%**
WWII / Greatest Generation **1%**



★★★★★
4.6/5

Customers are treated with respect and dignity

★★★★★ 4.3/5

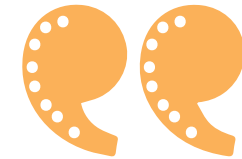
Receive care and support from staff with appropriate skills and training

★★★★★
4.5/5

Value for money (CHSP customers)

★★★★★ 4.2/5

Customers feel very supported to make decision about their care (HCP customers)



Our role is to support clients without judgement, which first and foremost requires deep listening.

Employee Quote, Suncare Customer Survey 2024



Outstanding Customer Experience

At Suncare, delivering outstanding customer experience is at the core of our mission. We are dedicated to understanding our customers' needs and aligning our people and services to meet and exceed service expectations. By continually developing new services, identifying future opportunities, and expanding our operations, we strive to create exceptional experiences that truly resonate with those we serve.

Our commitment to excellence ensures that every touchpoint with Suncare is tailored, meaningful, and focused on delivering the highest level of care and support. We believe that by putting our customers first, we can make a lasting impact and set the standard for quality in our industry.



6,369
TOTAL NURSING
SERVICES

32,529
TOTAL ALLIED
HEALTH
SERVICES

Respite Services

Suncare's respite services are designed to offer essential support and relief to primary caregivers while ensuring high-quality care for their loved ones. Our respite programs provide a range of options, including short-term stays and day programs, tailored to meet the individual needs of those we serve. By offering temporary relief, we help caregivers recharge, reduce stress, and maintain their own well-being, all while ensuring that their loved ones receive compassionate and professional care. Our respite services not only enhance the quality of life for both customers and their families but also foster a supportive environment that promotes ongoing health and happiness.

Feedback from families has been overwhelmingly positive, recognising the value and peace of mind that our respite care provides.

Day Respite – Suncare Community Centre Or In-Home

Customers can spend the day at our vibrant community centre, where they can participate in a variety of activities designed to engage and enrich, or simply relax in a comfortable and welcoming environment.

For those who prefer to remain at home, our support workers provide day respite services, offering assistance and companionship directly in customers' homes.

This flexible approach ensures that we meet the unique needs of each individual, enhancing their quality of life while giving caregivers valuable time to rest and recharge.



397
DAY RESPITE
SERVICES AT SUNCARE
COMMUNITY
CENTRE

CARING ABOUT OUR CUSTOMERS

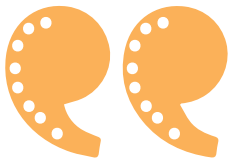
Boronia Cottage

Boronia Cottage offers a welcoming, supportive environment for those seeking high-quality respite care on Bribie Island. With serene surroundings and thoughtfully designed spaces, the Cottage provides a homely setting where comfort and community are prioritised. Residents can enjoy tranquil surroundings, participate in outings, and engage in various activities.

Purpose-built for short-term respite care, Boronia Cottage features spacious living areas, light-filled bedrooms with all-ability ensuite bathrooms, daily laundry and cleaning services, in-house entertainment, and a modern kitchen where nutritious home-cooked meals are prepared every day.

Our dedicated staff are on hand 24/7, ensuring residents are well looked after, comfortable, and happy, giving carers peace of mind.

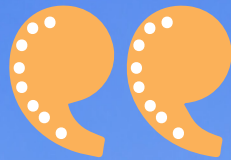
491
NIGHTS OF
COTTAGE RESPITE
CARE PROVIDED



Boronia Cottage is my 'home away from home'. My time there feels like a holiday with the qualified staff always up for an easy conversation, an outing and a good meal. I love the banter, the relaxed and comfortable atmosphere and the care that I receive every time I visit.

James,
Suncare Customer





I'll be honest, when they first mentioned I'd be going into respite at the Cottage, I wasn't happy about it. I hated the idea of being 'put into' a place like that, and I fought it tooth and nail. I thought, 'There's no way I'm going to enjoy this!' But after that first visit, I couldn't believe it – I couldn't wait to come back. Now, I absolutely love it here. The staff are just wonderful, and they make me feel right at home. It's more than just respite – it feels like a second home to me.

Bob,
Suncare Customer



CARING ABOUT OUR CUSTOMERS

Healthy Ageing

Healthy ageing is about more than just physical health; it includes mental and social well-being, taking a holistic approach to thriving in later life. It challenges the traditional view of ageing as a period of decline, focusing instead on how staying active, connected, and engaged can foster independence, vitality, and purpose.

OUT AND ABOUT WITH COMMUNITY ACTIVITIES

Shopping Tours

Morning Walks



Local Sights –
Art Galleries, Garden,
Farms, Cinema



18%



Increase in
social group
activities
participation



26,268



Hours of social
group activities
provided



Lunch
Excursions

COMMUNITY CENTRE ACTIVITIES

68%

Increase in
social group
activity
participation

Cards

Bingo

Hydrotherapy

Craft Corner



Belly Dancing



Tai Chi



Group
Physiotherapy
Sessions



Chair Fitness

Indoor Bowls

Mahjong

Massage

3,396



Hours of allied
health group
activities
provided



Stepping On Fall
Prevention Program

Lower Limb Arthritis Class

CARING ABOUT OUR CUSTOMERS

Cognitive Stimulation Therapy

Suncare is proud to offer a groundbreaking program specifically designed for individuals dealing with mild to moderate dementia. Developed by our qualified Occupational Therapists, this innovative “mental exercise” program provides tailored support and stimulation for those experiencing cognitive decline. Research has shown that Cognitive Stimulation Therapy can lead to beneficial cognitive improvements, enhancing communication, social interaction, mood, and daily abilities. The program features a diverse range of activities, including group discussions, games, puzzles, music, and practical tasks, fostering cognitive enrichment and connection.

Short Term Restorative Care

Suncare remains the largest Short-Term Restorative Care (STRC) provider in Queensland. We continue to deliver a comprehensive range of clinical and allied health services across the state, tailored to each individual's needs. Our aim is to slow or reduce decline in overall health and wellbeing while promoting independent living. This program continues to be one of our most impactful initiatives, delivering tangible benefits and making a meaningful difference in the lives of our customers.



STRC Outcomes

The Modified Barthel Index is a clinical outcome measure used to assess a patient's performance in activities of daily living (ADLs) and mobility.

It evaluates 10 key areas:

- 1 Feeding;
- 2 Bathing;
- 3 Grooming;
- 4 Dressing;
- 5 Bowel Control;
- 6 Bladder Control;
- 7 Toileting;
- 8 Chair Transfer;
- 9 Ambulation; and
- 10 Stair Climbing.

This index is valuable in determining the level of assistance a patient requires, with a higher score reflecting greater independence.

Suncare completed 697 MBI assessments with our customers. **95% either improved or maintained their functions scores** with Suncare supports completed.

Predictions Based on the Barthel Index Offer Useful Insights into Patient Outcomes

The Barthel Index plays an essential role in aged care and rehabilitation, helping to guide care planning and discharge decisions.



>85 Patients are expected to be discharged to community living, demonstrating independence in transfers and walking or wheelchair use.

60–80 Patients living alone will likely require community services to manage daily activities.

60 This pivotal score indicates a transition from dependence to assisted independence.

0–40 Patients are unlikely to return home and remain dependent on assistance for ADLs and mobility.

CARING ABOUT OUR PEOPLE & CULTURE

At Suncare, we are committed to fostering an inclusive culture that empowers our employees to confidently embrace their individuality. We understand that loyalty, trust, retention, and performance thrive in a positive and inclusive workplace, and we are dedicated to cultivating this.

By creating a supportive environment, we not only enhance our appeal as an employer but also enrich our pool of ideas and innovation, while promoting the wellbeing of all.

Our goal is to ensure that everyone at Suncare has access to the right environment, opportunities, and skills to achieve their best.

We are dedicated to nurturing a constructive culture and building a more diverse and inclusive organisation where everyone experiences a shared sense of belonging and purpose.



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2024 SUNCARE
EMPLOYEE NET
PROMOTER
SCORE*

* cf. not-for-profit sector median: 11



Engagement



Current KPI Sector Average: 79%



Belonging



Current KPI Sector Average: 71%



Connections



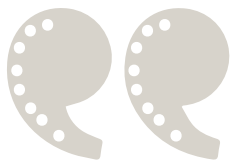
Current KPI Sector Average: 67%



Progress



Current KPI Sector Average: 66%



Offering a hybrid work option.
Valuing employee mental health and well-being.
Fostering a positive workplace environment.

What Does Suncare Do Well?
Employee Quote, 2024 Employee Engagement Survey

SUNCARE TEAM GROWING

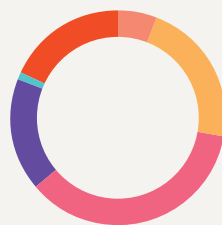
698



Team members

Staff locations

Fitzroy 6%
Wide Bay 22%
Sunshine Coast 36%
Moreton Bay 1%
Brisbane 18%
Business Support Centre 17%



77%



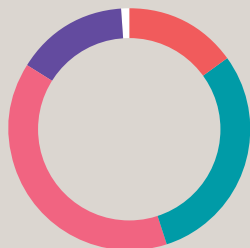
Leadership positions
held by women

30%

Full
Time

Generations

Gen Z 15%
Millennials 30%
Gen X 39%
Baby Boomers 15%
Post War /
Silent Generation 1%



60%

Part
Time

10%

Casual

Employee Engagement & Wellbeing Committee Launch

This year, we proudly launched the Employee Engagement and Wellbeing Committee, dedicated to enhancing the overall wellbeing and engagement of our workforce.

The Committee's mission is to communicate, participate, and advocate for initiatives that support the diverse needs of our team members across all business areas and regions.

We believe that by embracing diverse perspectives, we can better understand and meet the needs of our workforce, fostering an environment where everyone can thrive.

The Committee plays a vital role in shaping our organisational culture, contributing to key initiatives such as:

- Supporting the outcomes of the **Suncare Employee Experience Survey** to enhance wellbeing and engagement.
- Promoting workforce participation in significant events e.g. **International Nurses' Day**, **National Volunteer Week**, **NAIDOC**, and **R U OK? Day**.
- Reviewing Suncare's **Service Recognition Program** to ensure it reflects our values and acknowledges our team members' contributions.
- Supporting the **Suncare People Annual Awards Program** and coordinating end-of-year celebrations.
- Identifying and implementing additional opportunities to improve the wellbeing and engagement of our workforce.

By actively involving team members from every corner of our organisation, the Committee ensures that we represent everybody and continue to create a workplace where everyone has the opportunity to **#DoBetter**.

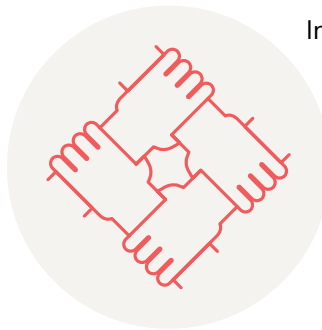
CARING ABOUT OUR PEOPLE & CULTURE

Our Health & Safety At Work

Suncare delivers its core services and achieves its goals each day through the daily efforts and contributions of our people. We want our people to go home safely, every day, and stay safe for the things that matter most to them.

This year, we made significant strides in improving Workplace Health and Safety (WHS) across the organisation. One of our key initiatives was the introduction of psychosocial hazard awareness, focusing on promoting mental well-being and stress management. To support this, self-awareness desk laminates were distributed to employees, encouraging mindfulness and self-care in the workplace.

We also launched an Injury Management Pack, designed to streamline injury reporting and management processes, ensuring prompt and effective responses to workplace incidents. This has improved overall injury handling, making it easier for both employees and managers to navigate the system.



In addition, we held an in-house flu vaccination clinic, offering convenient and free vaccinations to staff. This initiative aimed to reduce the impact of seasonal illness on workforce productivity and promote overall health.

We continued to enhance our WHS systems through the further development of supporting WHS procedures, ensuring that policies remain current, comprehensive, and aligned with industry standards.

To benchmark and improve our safety systems, we engaged Safety Australia to conduct an extensive audit of our WHS processes. This included site audits at key locations such as Suncare Community Centre, Meals on Wheels kitchen and Boronia Cottage. The resulting actions provided a clear roadmap for improvements.

Finally, we successfully launched a dedicated WHS intranet landing page, making resources, updates, and procedures easily accessible to all employees, further promoting a culture of safety and well-being within the organisation.

These achievements demonstrate our commitment to continuous improvement in WHS, ensuring a safe and supportive workplace for everyone.

Everyone is Welcome Here

The Board of Suncare are committed to creating a diverse environment and is proud to be an equal opportunity employer. All employees are fairly treated and with respect, without regard to their race, colour, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability or age.*

International Women's Day

On International Women's Day, we reflected on the progress made towards gender equality while acknowledging the work that still lies ahead. We recognised that true gender equality goes beyond mere numbers; it requires a concerted effort to challenge biases, dismantle barriers, and create a workplace where every individual feels valued.

This year, we also had the privilege of hearing from some brave leaders who embraced and discussed the inherent challenges of being a woman in the workplace. Their openness and insight have been instrumental in driving meaningful conversations and actions towards greater inclusion.



0.1% Gender Pay Gap

Within the WGEA 2022-2023 reporting period, our commitment to gender equity and pay equity has resulted in Suncare's Gender Pay Gap being affirmed as 0.1%.

The WGEA Industry Benchmark and interpretation provides that the closer to 0, the smaller the Pay Gap. Suncare's Gender Pay Gap also sits well below the WGEA Industry Benchmark Gender Pay Gap of 2.2%.

Pride Month

For Suncare's first Pride Month, we launched an engaging education series for our staff, paired with a vibrant morning tea celebration.

The education series provided valuable insights into the history, achievements, and contributions of the LGBTQ+ community, aimed at fostering a deeper understanding and appreciation among our team.

The morning tea offered a chance to come together, celebrate diversity, and show support for LGBTQ+ inclusivity.



* Suncare Board Statement on Diversity, Equity and Inclusion.

CARING ABOUT OUR PEOPLE & CULTURE

Recognising Our People

The Annual Staff Awards is a celebration of excellence, commitment and thanks to the incredible contributions of our staff and volunteers. Recognising 11 staff across the categories encompassing all business units in a ceremony streamed live for those that could not attend in person.

Adding a personal touch, staff are encouraged to make nominations such as the ones included below:

Clinical Employee Award

**Anthony Baker,
Registered Nurse**

Anthony has been chosen for this award because of his ability to make customers feel heard, and respected and have their best interests at heart. He helps guide the best care plan for customers, including his ability to explain treatment plans in lay terms to the customers.

Iain Green Innovation Award

**Eilis O'Sullivan,
Clinical Lead Nurse**

Eilis received this award due to her dedication and innovation in setting up the Nursing Clinic, attending workshops, creating documentation, and policies, and has also worked in the Clinic. She consistently demonstrates innovative thinking and approaches to the nursing team and the clinical space in general.

Employee of the Year Award

**Debbie Orman,
Volunteer Team Leader**

Debbie received this award for continuously inspiring all Suncare volunteers with her enthusiasm, positive attitude & empathetic nature. She is always available for advice or a chat when needed. She keeps us all informed with regular updates on matters of importance and interest including details of educational courses which help us interact with our clients. Debbie arranges meetings for each group of volunteers where we can iron out any problems and suggest any ideas, we have to make our clients' lives better.

Her success in growing the ACVVS speaks for itself and leading a team of 170 volunteers is a huge achievement. She pours her heart and soul into her position and always gives 110%. Debbie is an exceptional human being and Suncare is blessed to have her as an employee.



Top Left: Anthony Barker, receiver of the Clinical Employee Award

Top Right: Eilis O'Sullivan, receiver of the Iain Green Innovation Award

Left: Debbie Orman, receiver of the Employee of the Year Award

CARING ABOUT OUR PEOPLE & CULTURE

Developing Our Leaders

SUNCARE TEAM TRAINING IN 2024

**10,954
hours**



9,518 online
+ 1,436 face-
to-face

**802
hours**

Leadership
training
(67 online +
736 face-
to-face)

1,124



Clinical
training hours

The Suncare Leadership Accelerator Program

The Leadership Accelerator Program aims to rapidly educate and empower our leaders in essential areas such as emotional intelligence, resilience, and confidence, decision making and delegation, conflict literacy, and confident conversations. By focusing on these core skills, we are dedicated to building a cohesive and high-performing leadership team that is prepared to tackle the challenges of today's dynamic environment.

Our tailored in-house training, developed in collaboration with Aged & Community Care Providers Association (ACCPA), features six core modules enriched with customised Suncare-specific case studies spanning over two months.

In addition to the core modules, we have launched ongoing training through our Suncare Specialist program.

This includes an annual calendar of workshops and training delivered by our in-house experts on topics such as WHS Injury Management, Power BI Dashboard Training, and Managing Performance.

Impact and outcomes -

The Leadership Accelerator Program has already demonstrated significant benefits in enhancing leadership skills, boosting team cohesion, and increasing our leaders' confidence in managing projects and performance. Feedback from participants highlights improved decision-making, stronger team dynamics, and greater preparedness for future challenges.

Looking ahead -

As we move forward, we remain committed to refining and expanding our leadership development initiatives. Our focus on continuous learning and development ensures that our leaders are always ready to lead with excellence and contribute to Suncare's ongoing success.

The Suncare Senior Leadership Team embraced the 1% Better philosophy, focusing on making small, incremental improvements every day. This mindset fosters resilience, encourages continual learning, and drives everyone to push beyond their limits to create lasting positive change.



SUNCARE'S LONGEST-SERVING EMPLOYEE – KAREN LOWE

Thirty years ago, Suncare looked very different to what it does today. Before services expanded and new locations opened, Suncare offered Meals on Wheels and respite care in Maroochydore.

Fast forward those three decades and Suncare's growth has been extraordinary. For most, photographs and written records are relied upon to gain an insight into how Suncare looked back then - but not for Suncare employee Karen Lowe.

Clocking in for her first shift on September 12, 1994, at what was known as the Maroochydore Community Hall, Karen has witnessed first-hand the change the past 30 years have brought.

But there is one thing that has not changed for Karen.

💡 It can be hard to be happy in a job sometimes. I have been happy in other jobs, but not as happy as I have been with Suncare. I enjoy all of it. I get into my routine of what I have to do, and it does not seem like a job.

Working as a cleaner at Suncare's Maroochydore Community Centre for her entire tenure, Karen has become a valuable team member.

💡 I used to be neighbours with the lady who worked as a cleaner at the centre. She finished up and asked if I was looking. Ever since then it has been five days a week for me.

Karen is still as meticulous as ever in her duties, even if the area she attends to has continued to grow.

💡 The biggest change I have seen is that there has been a lot of renovations in this building. When I first started it was a very small kitchen, and it was not actually called Suncare. It was Central Sunshine Coast Committee of the Ageing.

Enjoying the camaraderie, volunteer and client Christmas parties as well as a surprise appearance from her manager Ann on a Harley Davidson one morning, Karen said it has all come down to the people.

💡 A lot of people have come and gone while I have been here. That has made it interesting, and I love seeing and talking to different people every day.

With an impressive thirty years of service already to her name, Karen has no plans to hang up the gloves and hair net anytime soon.



**I enjoy what I do,
being amongst
people.**

MED STUDENT VOLUNTEER TO SUNCARER – LILY WATT!

If you were to ask Lily Watt how her perception of health and aged care has changed since becoming a Suncarer, she would tell you there is a huge difference, and all for the better.

Lily joined Suncare as a volunteer in June last year, seeking industry experience while studying Nursing Science. Through her visits to aged care residents and the quality time she spent with them, Lily acknowledged she was initially “a bit blind” to some of the challenges faced by older Australians.

Loneliness, isolation, deteriorating health – volunteering showed Lily a new side to the industry she was so passionate about.

Once Lily saw the positive impact she could make as a Suncare volunteer, she knew she wanted to continue improving people's lives.

💡 I love health and helping people, and I've learned a lot from volunteering with Suncare. She said.

💡 The experience has been eye-opening, and some aspects can be very sad. As part of the Aged Care Volunteer Visitor Scheme, you're visiting people who may be isolated, don't have family, or whose health is slowly declining. But when they tell you what they get out of your visits, it makes it all worth it.

For Lily, studying Medicine was always her aspiration. However, after starting to volunteer, that changed.

💡 It was always Medicine I wanted to do. Now I've seen how holistic and person-centred nursing seems to be, I really want to offer that caring kind of approach.

At an event, Lily struck up a conversation with Suncare's Chief Operations Officer, Sara Walker, and expressed her desire to become a Support Worker.

💡 I told Sara about my situation, and she recognised my skills from studying nursing. A week later, I received a phone call from my current Employee Coordinator, Elly.

Now, Lily works as a Suncare support worker and still volunteers for a few hours each Wednesday.

When asked what she enjoys most about her role, she said it was simply putting a smile on clients' faces.



Customers often tell me the highlight of their week is Suncare coming to see them.



When they tell you what they get out of your visits, it makes it all worth it.

CARING ABOUT OUR VOLUNTEERS

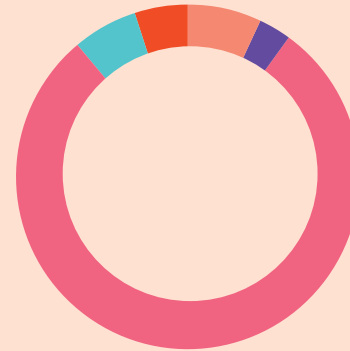
60%



Female

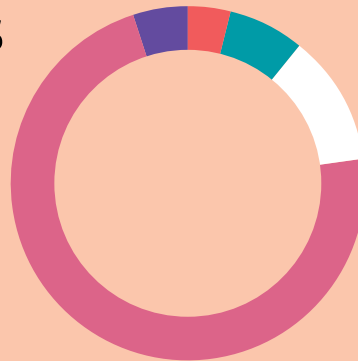
Volunteer locations

Fitzroy **7%**
Wide Bay **3%**
Sunshine Coast **79%**
Moreton Bay **6%**
Brisbane **5%**



Generations

Gen Z **4%**
Millennials **7%**
Gen X **12%**
Baby Boomers **72%**
Post War /
Silent Generation **5%**



80

Volunteer
NPS

8,847



Volunteer
transport hours
23/24

182



Number of volunteers



**I love the people,
community and sense
of belonging I get from
volunteering at Suncare.**

**I was unsure to start with
as this was my first
volunteer role, but since
volunteering with Suncare
I have felt part of a team
and very supported.**

**I'm sure all Volunteers feel
the same It's a place of
community a fun genuine
environment and the clients
really love the connection.**

Make someone's day!

**Volunteer Quote,
Volunteer Engagement
Survey 2024**

ACCVS

The Aged Care Volunteer Visitors Scheme (ACVVS) is a vital program aimed at reducing social isolation and enhancing the emotional well-being of older Australians.

Through this initiative, Suncare connects aged care clients with dedicated volunteers who provide companionship and regular social interaction.

By fostering meaningful relationships and encouraging community connections, the ACVVS helps improve the quality of life for our clients, ensuring they feel valued and supported.



National Volunteer Week Celebration & Roadtrip

Our volunteers are at the heart of everything we do.

National Volunteer Week is a special occasion at Suncare where we recognise and celebrate the incredible contributions of our volunteers who are at the heart of everything we do. Their generosity, compassion, and commitment make a profound difference in the lives of those we serve, and this week provides us with the opportunity to honour their invaluable efforts.

During the week, we celebrated the outstanding contributions of our volunteers, who are essential to delivering services such as the Aged Care Volunteer Visitor Scheme, Meals on Wheels, and

Customer Transport Volunteers. As part of the celebrations, volunteers were recognised with certificates and tokens of appreciation for their time, dedication, and impact.

Our Volunteer Team also embarked on a road trip up the coast from Brisbane to Rockhampton to personally thank and show appreciation to our regional volunteers.

We were especially proud to have three of our volunteers nominated for the Queensland Volunteer Awards, highlighting their remarkable commitment to supporting our community. National Volunteer Week was a chance to acknowledge the immense value volunteers bring to Suncare and the positive impact they have on those we serve.



FOOD AS A FOUNDATION FOR HEALTH

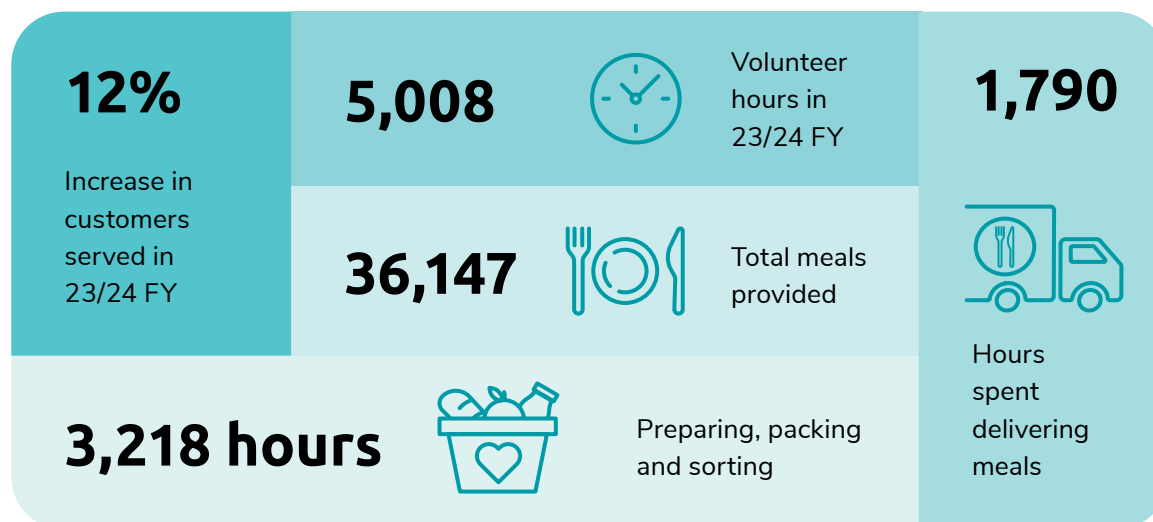
Incorporating a well-balanced diet into daily life is crucial for maintaining health and vitality, especially as we age.

Our meal delivery service is designed with this in mind, offering carefully crafted meals that not only meet nutritional needs but also support overall well-being.

Each meal is delivered with friendly, personalised service, and our ability to check in on customers is a key part of our offering—one of the best aspects of our service.

By prioritising wholesome ingredients and balanced nutrition, we aim to enhance the quality of life for our clients, ensuring they receive the health benefits of a nutritious diet while enjoying the added comfort of attentive care.

Meals on Wheels



I've found that all customers are very appreciative of what we do as volunteers. They are always saying that they don't know what they would do if Suncare was not available.

**Volunteer Quote,
Volunteer Engagement Survey 2024**



I have always been treated with respect by the Suncare staff. I have found people in Suncare friendly and welcoming and have enjoyed working for them.

**Volunteer Quote,
Volunteer Engagement Survey 2024**



RON – OUR UNOFFICIAL GO-TO GUY

If you are a Suncare customer or employee, there is a high chance you have seen or been helped by our fantastic volunteers. Devoting their free time to cooking and delivering meals or transporting and spending quality time with Suncare clients, there is no denying the value of their service.

Within our volunteer brigade you will find Ron Hewitt – a cheerful character who has become part of the furniture across Suncare's Sunshine Coast offices. For the past seven years, Ron has spent countless hours transporting Suncare customers, supporting their continued independence.

Our unofficial go-to guy, Ron also trains new drivers and is always willing to do what is needed to “make their day easier.”

However, Ron's volunteering journey started long before he jumped behind the wheel of a Suncare vehicle.

Working as a surveyor throughout his 42-year career, Ron first dived into the volunteering world in Townsville, signing up with the State Emergency Service (SES).

👂 I volunteer all day on a Monday and Tuesday. To me, driving is an unreal job. People are coming to grips with not being able to drive anymore. They are lost and do not know how they are going to cope. All of a sudden, these angels in green shirts arrive.

Ron may not sport a feathery pair of wings or a halo, but his ongoing service to Suncare is invaluable.

Always happy to pick up the odd jobs and fill in the gaps, Ron said he never feels as if he is going out of his way.

👂 Suncare takes part in the Containers for Change scheme in their Maroochydore offices. I pick up the cans and take them to the recycling depots once a week or fortnight. The money made gets donated to FoodBank.

I also pick up our taxi vouchers at the airport and do a few buddy shifts with new drivers. [Doing these jobs] was just something I fell in to.

Going above and beyond for Suncare, Ron feels he gets back just as much as he gives.

👂 You get into a lot of conversations in the car, and you can really aid the customers by saying ‘we are here’. I will keep doing it for as long as I feel I am doing an effective job.

That is what retirement is all about.

I am not married and do not have grandchildren. I live at home on my own.

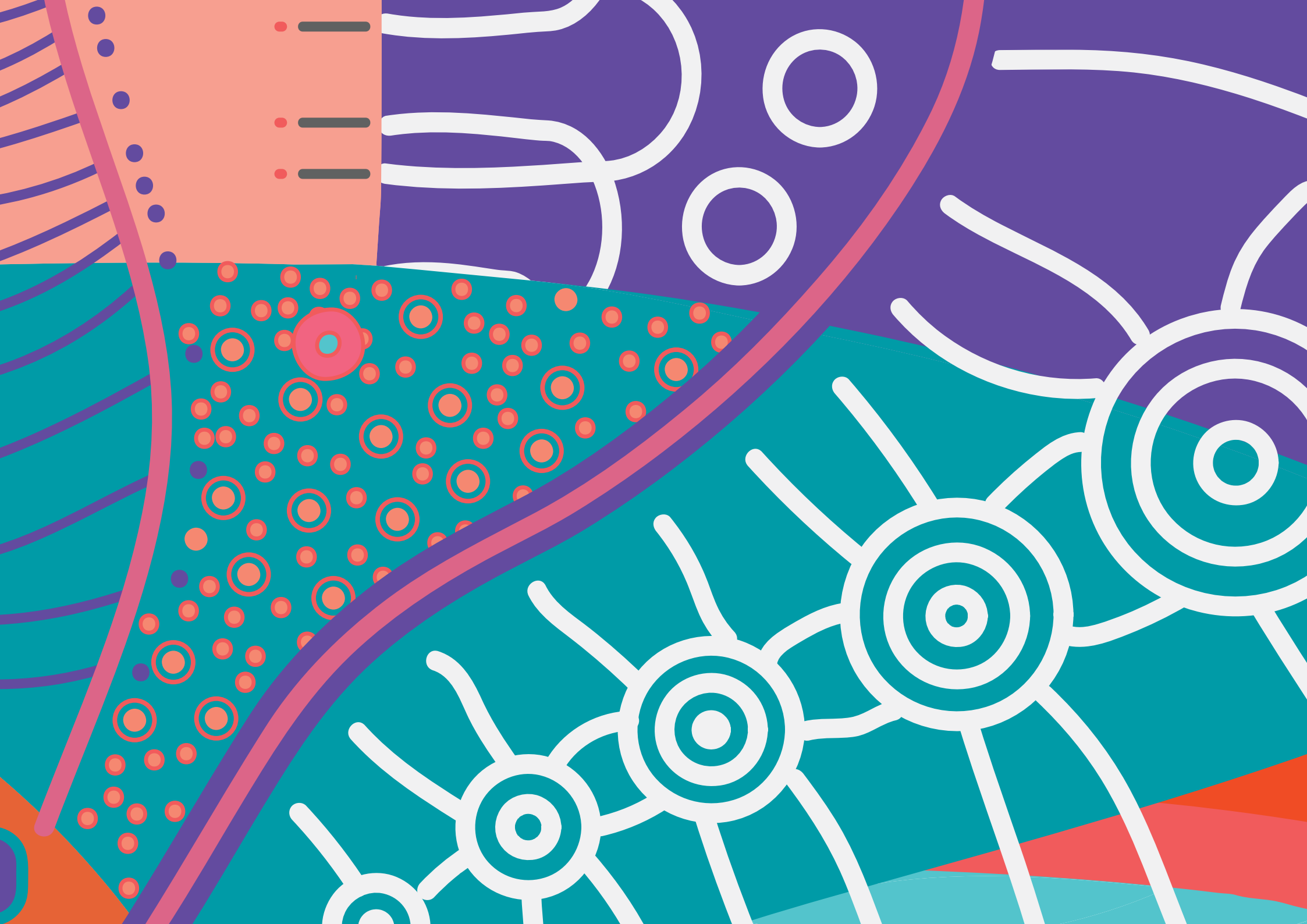
Finding his place in the community through Suncare, Ron believes it is an organisation like no other.

👂 I have never worked in an organisation like Suncare where they make their gratitude so visible. It is the friendliest place out.



OUR VISION FOR RECONCILIATION





OUR VISION FOR RECONCILIATION

We see the development and implementation of our Reconciliation Action Plan as a journey of awareness, education, growth, and engagement within and outside of Suncare.

Suncare is deeply committed to working alongside First Nations communities, believing in equality, mutual respect, and genuine engagement with the Custodians of our world's oldest continuous culture.

Our Reconciliation Action Plan (RAP) underscores our dedication to Closing the Gap by fostering positive relationships and creating a brighter future through culturally safe and appropriate services.

Our vision for reconciliation involves actively listening to the community's needs, providing individualised services, and strengthening trust within the community.

We aim to achieve this through meaningful consultation and respecting cultural and family relationships.

Suncare is dedicated to being a culturally safe organisation that welcomes diversity and encourages community representation in service development.

Our practice framework emphasises the importance of community, family, relationships, and culture.

We support our staff with cultural training and foster an inclusive work environment for First Nations employees.

Focus On Economic Equality / Participation

We're thrilled to announce the commencement of our Indigenous Procurement Policy into our Reconciliation Action Plan actions. This policy marks a significant milestone in our commitment to fostering First Nations business growth and economic participation.

The Indigenous Procurement Policy sets a clear target to direct 3% of our addressable spend to First Nations businesses by 2025, ensuring that we not only support but actively contribute to the sustainability of these businesses.

By defining an Indigenous business as one at least 50% owned by Aboriginal or Torres Strait Islander peoples, the policy ensures that procurement processes are inclusive and equitable. It introduces targeted approaches and selective offer processes to enhance opportunities for First Nations suppliers.

This policy, part of our broader RAP actions, demonstrates our dedication to creating a diverse and supportive supply chain, driving positive change across our communities.



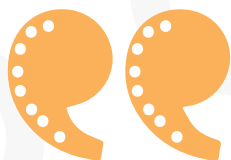
Aunty Betty Memorial Walk

Earlier this year, we once again participated in the annual Aunty Betty Memorial Reconciliation Walk, a valued tradition for Suncare Community Services. This event honours the enduring legacy of Aunty Betty McMahon, whose contributions to reconciliation and community building continue to inspire us.

Aunty Betty, a dedicated advocate and co-Patron of the Sunshine Coast Reconciliation Group Inc., played a pivotal role in Suncare's committees and advisory groups until her retirement in 2015. Her vision gave rise to the Coastal Walk in 2015, now celebrated as the Aunty Betty Memorial Reconciliation Walk, reflecting her commitment to culture, wisdom, and unity.

Reconciliation Week offers a crucial opportunity to reflect on and advance relationships between all Australians.

By participating in this walk, we reaffirm our dedication to continuing Aunty Betty's work and fostering a diverse, inclusive community. We look forward to gathering each year to honour her legacy and support the cause of reconciliation.



Culture is wisdom, knowledge and practise. Make it your business to know where you come from, to build a strong base to go from. Learn this history of this land.

Aunty Betty McMahon



OUR COMMUNITY CONNECTIONS

Building Strong Connections, One Neighbour at a Time



Rotary Christmas Lunch

The Annual Rotary Christmas Lunch, hosted by Kawana State School, was a heartwarming success, with food prepared and served by the students. Guests enjoyed a touching rendition of "Rudolf the Red-Nosed Reindeer" by the Junior choir.

We look forward to celebrating together again next year.



The Headspace Team attending a Suncare Community Centre event.



May Life Members morning tea to welcome new CEO, Kim Attenborough.

Queensland Seniors Month

In October we opened the doors of our Community Centre for our local Sunshine Coast community to come along and get involved.

Special Events at the Community Centre

Octoberfest! Australia Day, Valentines Day....

If you name it – we celebrated it! And we won't stop!

OUR GROWING REGIONS

Gympie Centre Opening

Suncare officially opened its newest Centre in Gympie on 5th February 2024. The ribbon-cutting ceremony was led by Belinda von Bibra, Mario Pennisi AM, MP Tony Perrett, and one of our cherished customers, Trevor Simpson.

This event marked a significant step in expanding Suncare's support services across regional Queensland, bringing vital resources to a community in need.

As part of the opening celebrations, Suncare hosted an open day for customers and community members to experience the new Centre. Visitors were encouraged to take part in activities such as free blood pressure testing, tai chi demonstrations, a seniors' cyber security workshop, the Footprints program, and various games. The event highlighted our holistic approach to wellbeing, combining health services, education, and social connection to support the local community.

In the three months leading up to the official opening, Suncare had already made a substantial impact in the local area, supporting over 750 customers and providing more than 1300 hours of essential services. This quick uptake highlights the importance of our presence in Gympie, where 25% of residents are over the age of 65 and many face limited resources due to socioeconomic factors.

Benefits to the Gympie Area

The opening of the Gympie Centre is a crucial step in addressing the needs of an ageing population, ensuring that more seniors in the area can live independently and feel connected to their community. The Centre now offers a range of services, including exercise programs, group discussions, social events, allied health, and nursing services as required.



750
CUSTOMERS
SUPPORTED IN
3 MONTHS



25%
OF GYMPIE
RESIDENTS ARE
OVER THE AGE
OF 65



1,300
SERVICE HOURS
PROVIDED IN
3 MONTHS

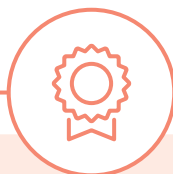
GOVERNANCE

Enabling impact through good governance

The Suncare Community Services Ltd (Suncare) Code of Conduct and other policies have been developed to align with our values to ensure that we observe the highest standards of fair dealing, honesty and integrity in our business activities.

These values are the foundation of how we behave and interact with each other, our members, suppliers, shareholders, and other stakeholders. Together our values reflect the priorities of the business and provide guidance in decision making.

Strong corporate governance and sound risk management practices have been foundational pillars for ensuring the sustainability and longevity of our organisation. They empower us to effectively navigate uncertainties, seize opportunities for innovation and growth, and to create lasting social and community value for our members, customers and the community—today and for generations to come.



Code of Conduct

Our values are reflected in our Code of Conduct, which sets out our moral and ethical standards and requires our directors, employees, contractors and consultants to behave ethically and with integrity in their dealings with stakeholders and each other.

Suncare's professional conduct is critical to our success. This code clarifies principles and expected behaviours linking them with standards of professional conduct, specifically, the Code of Conduct for Aged Care.

This policy applies to employees, volunteers and representatives of Suncare Community Services Ltd. This policy applies in respect of conduct which relates to or is connected with, in any way, employment with Suncare or in connection with a Suncare provided benefit.

Through the Code we aim to create a high-level of person-centred focus / behaviour ensuring the highest level of services in all situations.



Customer Feedback Policy

The Customer Feedback Policy at Suncare ensures a fair, accessible, and efficient process for handling complaints and compliments. All feedback is recorded securely, categorised by severity, and addressed through a structured five-step resolution process.

The policy emphasises prompt acknowledgement, thorough assessment, and clear communication with customers. Suncare also supports customers in accessing external complaint mechanisms and advocacy services when needed.

Compliments are acknowledged and shared with relevant teams to foster a culture of continuous improvement and appreciation.

This policy underscores Suncare's commitment to enhancing service delivery and maintaining customer trust.



External Audits and Accreditation

Suncare's commitment to ensuring safe and high quality care and services are delivered to our customers is reflected in our robust safety and quality systems and processes.

Our internal systems and governance frameworks are scrutinised and validated by external audit certifications and accreditation. Suncare is an accredited aged care provider and undergoes performance assessments by the Aged Care Quality and Safety Commission to ensure we are meeting or exceeding the aged care quality standards and the underpinning Aged Care Act. Our Meals on Wheels service has gained HACCP certification demonstrating that our meals program meets rigorous food safety management standards.

Suncare has an internal Quality, Safety, Risk and Compliance team which supports external certifications and accreditations and drives our internal audit schedule and quality management systems.



Data & cyber security

We understand that we are trusted with the personal and sensitive information of our customers, members and employees. We take managing and protecting this information seriously.

Suncare is certified to the ISO /IEC 27001:2022 standard, the globally recognized benchmark for information security management.

This certification demonstrates our commitment to safeguarding customer data and maintaining the highest levels of security.

Additionally, our governance and operations strictly adhere to all applicable Australian state and federal privacy laws, ensuring the protection of personal information.



Quality Management

In our pursuit of excellence and commitment to delivering the highest standards of care, Suncare Community Services is proud to be ISO 9001 certified.

This globally recognised quality management certification reflects our dedication to continuous improvement, ensuring that our services consistently meet and exceed customer expectations.

By adhering to the rigorous requirements of ISO 9001, we have established a robust quality management system that not only enhances our operational efficiency but also reinforces our promise to provide safe, reliable, and compassionate care to the communities we serve.

This certification is a testament to our unwavering focus on quality and our mission to make a positive impact.

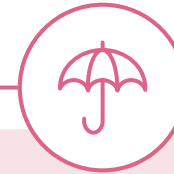


Privacy Policy

At Suncare, we prioritise the security and privacy of personal information. We are committed to adhering to the Australian Privacy Principles (APPs), ensuring that all personal data is managed with the utmost care and confidentiality.

Our organisation implements robust security measures, including regular audits, staff training, and secure data handling protocols, to safeguard the information entrusted to us.

We continuously review and enhance our practices to stay compliant with evolving privacy regulations, ensuring that our clients' and stakeholders' information remains protected at all times.



Whistleblower Protection Policy

Our Whistleblower Protection Policy has been put in place to ensure employees and other Disclosers can raise concerns regarding any misconduct (including unethical, illegal, corrupt or other inappropriate conduct) without being subject to victimisation, harassment or discriminatory treatment.

Our Code of Conduct emphasises the importance of speaking up as a critical component of our values expectations.

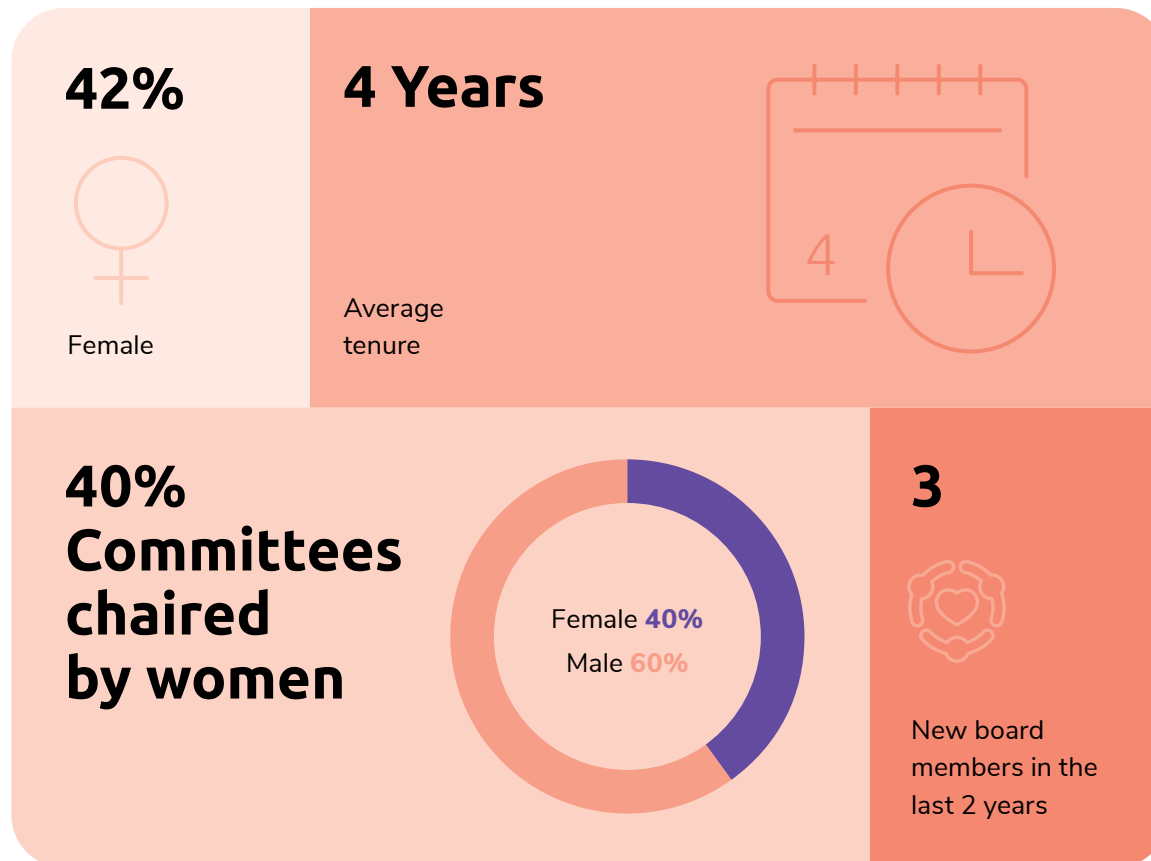
Suncare has established an independent external Whistleblowing Contact Officer as the preferred first contact by Disclosers wishing to report Disclosable Matters.

Suncare is committed to observing the highest standards of fair dealing, honesty and integrity in its business activities; and protecting Disclosers from detriment that may arise as a result of making a Disclosure of alleged serious wrongdoing or serious misconduct.

GOVERNANCE

Suncare's Board guides the organisation's strategic direction, oversees management and ensures compliance with the organisation's purpose, mission and vision.

Board Composition



Mandatory Training

Directors complete mandatory training annually across areas including:

- 1 Code of Conduct
- 2 Aged Care Quality Standards
- 3 Charter of Aged Rights
- 4 Dignity and Respect
- 5 Consumer Directed Care
- 6 Serious Incident Response Scheme
- 7 Cultural Awareness
- 8 Diversity and Discrimination
- 9 Aboriginal and Torres Strait Islander Cultural Appreciation
- 10 Psychosocial Hazard Awareness
- 11 Incident and Hazard Reporting and Tracking
- 12 Respect at Work
- 13 Whistleblower Protection Policy and Program
- 14 Transporting Customers Safely

Our Governance Structure

Customer Care and Clinical Governance Committee	The Customer Care and Clinical Governance Committee assists the Board in its oversight of Suncare's clinical performance, management of risk and care service provision. Guided by the Clinical Governance Framework, the Committee oversees continuous improvement in the quality and safety of clinical care in relation to performance benchmarks and monitoring of systems
Finance and Investment Committee	The Finance and Investment Committee assists the Board in its oversight of Suncare's governance and exercising of due care, diligence and skill in relation to Audit and Financial Management.
Risk and Assurance Committee	The Risk and Assurance Committee assists the Board in its oversight of Suncare's processes and activities in managing risk; maintaining and improving the quality and safety of services to improve the customer experience, in particular in relation to accountability, systems, controls and monitoring.
Governance Committee	The Governance Committee assists the Board by recommending policy and by making recommendations in relation to the Company's governance policies, practices and procedures.
Transformation Committee	The Transformation Committee was established on 11 December 2023 as a temporary committee to assist the Board by providing strategic oversight of the transformation program of work and monitoring performance against key deliverables.



Thank You, Belinda: Passing the Torch of Leadership

Belinda Von Bibra has had a long and impactful history with Suncare, beginning in 2014 when she joined the board as a director. She then served as Company Secretary before stepping down from her board position to take on the role of Interim Executive General Manager from May 2023 to May 2024.

We sincerely thank Belinda for her valuable contributions and leadership during her nine-plus years of service to Suncare. She leaves us with many lasting legacies, including her favourite tagline:

I care, We care, Suncare. Belinda was thrilled to pass the torch to another female CEO, continuing the legacy of strong female leadership within our organisation.

OUR FINANCIAL PERFORMANCE

CFO Report

The 2023/24 financial year has seen strong revenue growth and a solid financial performance that reflects our commitment to both fiscal responsibility and community impact. Our strong operating result, along with a robust balance sheet not only highlights the effectiveness of our current strategies but also positions us well for future transformation.

As we look ahead, we are mindful of the upcoming Support at Home reforms and are preparing to adapt to the changes they will bring to our sector. Thanks to our strong financial foundation, we are equipped to navigate these reforms while continuing to reinvest in our most important assets – our people and the communities we serve.

Our focus remains on sustainable growth, ensuring we are ready to embrace new challenges and continue delivering meaningful, lasting impact to those who depend on our services.



Andy McDonald
CFO, Suncare Community Services

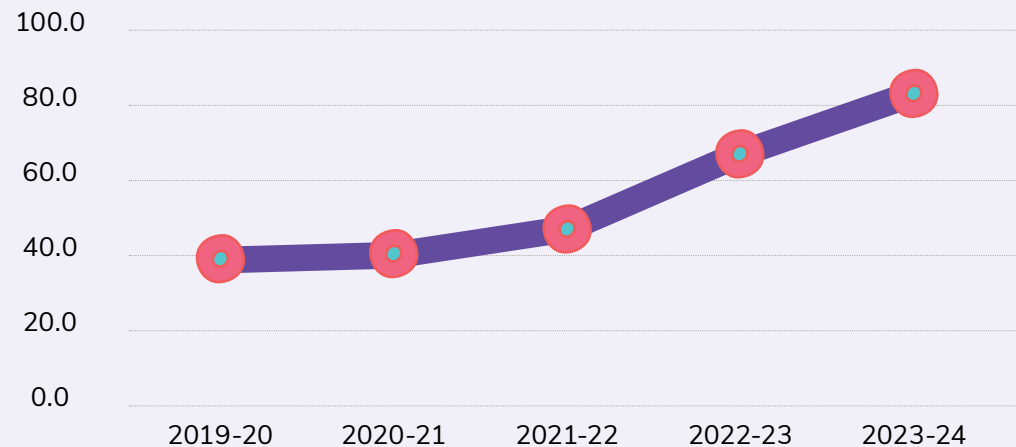
Home Care Package Funding Growth

38% Last year

105% Last two years

188% Last three years

Revenue (\$M)



Statement of Profit or Loss

Profit & Loss	2024 \$AUD	2023 \$AUD	Variance \$AUD	Variance %
Revenue from Ordinary Activities	82,654,753	66,295,599	16,359,154	25%
Other Revenue	549,434	28,908	520,526	1801%
Investment Income	603,160	547,568	55,592	10%
Cost of Sales - Meals on Wheels	(148,022)	(127,536)	(20,486)	16%
Employee Expenses	(47,282,826)	(36,546,848)	(10,735,978)	29%
Brokerage Expenses	(13,672,975)	(10,886,916)	(2,786,059)	26%
Equipment - Client	(9,251,517)	(7,456,577)	(1,794,940)	24%
Administration Expenses	(6,990,949)	(7,326,411)	335,462	-5%
Interest Expenses	(37,279)	(32,625)	(4,654)	14%
Depreciation and Amortisation Expenses	(716,948)	(583,672)	(133,276)	23%
Other Expenses from Ordinary Activities	(335,664)	(284,940)	(50,724)	18%
Net Current Year Surplus/(Deficit)	5,371,167	3,626,550	1,744,617	48%
Revaluation of Property Plant & Equipment	577,071	1,164,015	(586,944)	0%
Comprehensive Income	5,948,238	4,790,565	1,157,673	24%
Balance Sheet	2024 \$AUD	2023 \$AUD	Variance \$AUD	Variance %
Current Assets	27,611,049	20,227,704	7,383,345	37%
Non-Current Assets	5,099,869	4,850,190	249,679	5%
Total Assets	32,710,918	25,077,894	7,633,024	30%
Current Liabilities	12,457,098	10,795,286	1,661,812	15%
Non-Current Liabilities	535,779	512,805	22,974	4%
Total Liabilities	12,992,877	11,308,091	1,684,786	15%
Net Assets	19,718,041	13,769,803	5,948,238	43%
Reserves	3,354,441	2,777,370	577,071	21%
Retained Earnings	16,363,600	10,992,433	5,371,167	49%
Total Equity	19,718,041	13,769,803	5,948,238	43%

OUR ORGANISATIONAL STRUCTURE

Board of Directors

Left to Right Back Row: David Winters, Mario Pennisi AM, Dr Rosalind Crawford,
Dr Peter Isdale AM, Jeff Watson.
Front: Dr Zaana Jaclyn, Lois Aumuller (Company Secretary).
Absent: Anne Marie O'Callaghan.





Mario Pennisi AM
BAppSC

Non-executive Director, Chair; Member, Finance and Investment Committee; Member, Risk and Assurance Committee; Member, Transformation Committee; Member Customer Care and Clinical Governance Committee; Member, Governance Committee.

Appointed 2016

As Chair of the Suncare Board, Mario engages widely with internal and external stakeholders to remain apprised of the matters impacting the community services sector and to promote Suncare's valued and trusted brand.

Mario champions the needs of the aged and vulnerable, drives the Suncare vision and ensures the organisation continues to be recognised as a provider of choice for in-home aged care and community services. With a career spanning nearly 40 years, Mario is an experienced life science professional, industry advocate and advisor. He is a non-executive director and strategic advisor with a number of entities.



Anne Marie O'Callaghan
BComm; CPA; CTA; GAICD

Non-executive Director, Deputy Chair; Finance and Investment Committee.

Appointed 2016

Anne Marie is passionate about Suncare's commitment to delivering services to the aged and vulnerable people in our community.

Through strategic leadership and effective governance, she is focused on building a sustainable future for Suncare, delivering outstanding customer experience and financial success.

Anne Marie is an accomplished company director and business advisor guiding the financial management and strategies of businesses. Formerly a partner of a chartered accounting practice, she has over 25 years advising the private and not-for-profit sectors on complex taxation, investment and financial transactions.

OUR ORGANISATIONAL STRUCTURE – Board of Directors



Dr Rosalind Crawford
**MBCHB Distinction, MBA Dip O and G, FRACMA,
FACEM, GAICD**

**Non-executive Director; Chair, Customer Care and
Clinical Governance Committee.**

Appointed 2021

Rosalind has spent a lifetime providing health care to the community and supports Suncare's mission of making people's lives better.

Rosalind is a specialist Medical Administrator in Public Healthcare who has been working in Medical Administration since 2007. She has a medical background in the clinical specialty of Emergency Medicine. She is a Fellow of the Royal Australasian College of Medical Administrators and Australian College of Emergency Medicine. Rosalind also has a Masters of Business and has demonstrated success in developing, leading and implementing innovative programs, clinical governance frameworks, risk and assurance, strategic partnerships across sectors and multidisciplinary clinical areas within service at both a strategic and operational level.



Dr Peter Isdale AM
BA (Hons), PhD, Hon DSc, FQA, MAICD

Non-executive Director; Chair, Governance Committee.

Appointed 2016

As Chair of the Governance Committee, Peter contributes to our goal of building a sustainable future so that Suncare can continue to meet the needs of the communities we serve.

Suncare's strong governance practices support the organisation's social licence to operate. They drive a culture of considered decision-making and accountability, helping the organisation to reduce risk, attract talented and committed employees and directors, and to foster strong relationships with stakeholders.

As a committed and experienced company director, Peter has served on more than 35 boards, from not-for-profits to ASX listed entities. An experienced scientist, innovator, CEO, chairman and an ASX150 corporate executive, Peter now works to help deliver our social contract through innovative delivery of the best system of care.



Dr Zaana Jaclyn
BFA; MIMS; PhD

Non-executive Director; Member, Customer Care and Clinical Governance Committee; Member, Transformation Committee.

Appointed 2023

Over the past 15 years Zaana has developed a global career that has traversed industry and academia as a leader in customer experience; organisational culture and change; and leadership development.

Previously, Zaana was a Junior Partner at McKinsey & Company driving human centric strategies and transformations for public, social and health services to deliver future focused services and improve quality of care and outcomes while ensuring efficiency of operations. She continues to be an external advisor to McKinsey & Company, and across the for-profit and not-for-profit sectors serving as a strategic advisor, facilitator and executive coach.

Zaana brings an integrated multidisciplinary approach with a PhD in Human Centred Design, Masters in Information and Knowledge Management along with being a Counsellor and qualified ICF Coach.



David Winters
ACAANZ, MAICD, MAIPM, MCIIT, JP

Non-executive Director; Chair, Transformation Committee; Member, Governance Committee; Member Risk and Assurance Committee.

Appointed 2023

David is a business transformation advisor and technology program specialist across numerous organisations and specialises in complex transformation leadership.

Recognised in Out50 Top Leaders and with a proven international business acumen across Europe, United States and now Australasia, David holds a personal passion for progressing the positive diversity, equality and inclusion agenda in all aspects of business. His focus is on risk management leadership, advisory, governance and delivery assurance that enables successful strategic outcomes with measurable business value.

OUR ORGANISATIONAL STRUCTURE – Board of Directors



Jeff Watson

CPA, BComm, FGIA, FCG(CS), FAIM

Non-executive Director; Chair, Risk and Assurance Committee; Member, Finance and Investment Committee; Member, Transformation Committee.

Appointed 2022

Jeff is an experienced CFO and Board Director (both Executive and Non-Executive) who has worked across a number of industries and sectors both domestically and internationally. He has served on Audit and Risk, Remuneration and Governance committees, most recently having chaired the Audit and Risk Committee of a Not-for-Profit services company.

Jeff is proficient in the development of strategic plans and change management projects specializing in systems, processes, and controls.

OUR ORGANISATIONAL STRUCTURE

Executive Leadership Team



OUR ORGANISATIONAL STRUCTURE – Executive Leadership Team



Kimberley Attenborough CEO

Kimberley leads with heart, having worked in community services and healthcare for two decades before joining Suncare. As a passionate Occupational Therapist Kimberley has seen firsthand the evolution of Aged Care services Australia wide. From running her own Allied Health company to now leading Suncare, Kimberley brings a unique blend of entrepreneurial spirit, clinical expertise, and engaging leadership style. Her experience and vision position her perfectly to guide Suncare's continued growth and strengthen its reputation as a trusted name in Queensland households.



Andy McDonald CFO

With experience in financial analytics, management, and strategic planning, Andy supports operational and strategic decision making within the organisation. Andy is a Chartered Accountant and holds a Bachelor's Degree in Business. His expertise in leading financial and management accounting, business systems, procurement and support functions stems from over twenty years of experience across various industries including financial services, resources and most recently in health and aged care.



Sara Walker COO

As Chief Operations Officer, Sara supports teams to deliver an outstanding customer experience across Suncare's geographical footprint. She is a results orientated leader who works well under pressure, with a passion for leading high performing teams to deliver operational outcomes and progress strategic goals. Sara is an experienced and dynamic executive manager. With a Bachelor's Degree in Social Science, she brings over twenty years industry experience to the community sector.



Shaun Astill GM People & Culture

Shaun's expertise encompasses workforce optimisation, talent attraction and retention, employment law, strategy, and business transformation. With over two decades of experience in business and Human Resources, Shaun is an accomplished HR professional having served in private, public and not-for-profit sectors. Shaun has dedicated over ten years' to the aged care and community services sector. His commitment to this sector stems from a passion for the people and communities that we serve. Shaun holds a Bachelor of Business (HRM) and is a member of the Australian HR Institute and a graduate of the Australian Institute of Company Directors.



Steve Reeves **GM ICT**

Suncare's General Manager ICT, Steve Reeves is focused on using technology to empower teams to build strong and meaningful customer relationships.

Steve believes in a positive and collaborative approach to work and embraces innovation to better serve customers.

Steve is an experienced ICT Manager with more than twenty years industry experience.

A specialist in 'CISCO Network' technologies, he brings depth of knowledge and experience in emerging ICT and tech trends in the areas of Bring your Own Device (BYOD), Cyber Security, Power Apps and business analytics tools such as Power BI.



Brian Nyanhete **GM Quality, Risk, Safety & Compliance**

Brian's expertise encompasses Quality Assurance, Risk Management, Safeguarding, Compliance, and Service Improvement.

Brian has worked within the not-for-profit and private sectors within health and human services, supporting organisations to deliver high quality safe services. This has been across disability, aged care, health, and child protection. He has also worked in consulting with State and Federal Government departments on Safeguarding Risk Management.

Brian is passionate about research and evidence based practice, and is currently completing research within this area.



Phil Lew **GM Customer & Community Experience**

Phil seamlessly blends creativity with strategic thinking to address complex challenges in customer experience and innovation.

His career spans the not-for-profit and community services sectors, showcasing his ability to build and lead high-performing teams focused on delivering exceptional customer experiences.

His work has been recognised by the Australian Good Design Awards, highlighting the impact of his efforts in driving positive change.

Phil has lectured on design and innovation at institutions including the University of Queensland and the University of Canberra.

Contact Us

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Suncare
COMMUNITY SERVICES