



**NOV
2025**

**Torbay
Lifestyles &
Care Limited**

(ABN 33 010 200 567)

2025

ANNUAL REPORT

ACKNOWLEDGEMENT OF COUNTRY

Torbay Lifestyles and Care respectfully acknowledge the Butchulla people as the Traditional Custodians of the lands on which we live and work. We pay our deepest respects to their Elders past, present, and emerging, and honour their enduring connection to land, culture, community, and Country.

This year, Torbay proudly launched its first Indigenous uniform to honor and celebrate our Indigenous community. The uniform features the artwork of the talented artist Zowie Baumgart, a proud Kombumerri and Butchulla woman. Her design beautifully represents the connections made throughout life, reflecting community, culture, and continuity.

We acknowledge the past and stand together for the future.



We invite you to learn more about Zowie and her inspiring artwork by visiting www.yarn.com.au/pages/artist-zowie-baumgart.

TABLE OF CONTENT

02	About Torbay	16	Residential Clinical Care Report
03	Our History	18	Hotel Services Report
04	Strategic Plan	20	The Village
06	Board Members	22	Construction Report
08	Chairman's Report	25	Torbay Out and About
10	CEOs Report	27	Building a Better Future
12	Financial Report	28	Thankyou
14	People & Culture Report	30	Contact Information

TORBAY LIFESTYLES & CARE

BORN FROM COMMUNITY GENEROSITY



Torbay Lifestyles and Care's story is deeply rooted in community spirit, compassion, and a shared vision to provide quality care for seniors in Hervey Bay.



In 1974, the Inman Home, operated by the Red Cross, closed due to financial challenges, with only two residents finding alternative local accommodation. This left a significant gap in senior care, raising concern within the community.

In response, Don and Valerie McBain—dedicated volunteers at the Inman Home—met with locals and recognised the urgent need for a secure, caring home that would support seniors' evolving needs with dignity and respect. This founding commitment continues to inspire Torbay today.

Local pensioner Walter Burton generously donated 10 acres of land on Exeter Street, Torquay, laying the foundation for what would become Torbay Lifestyles and Care.

Supported by generous donations and community fundraising, Torbay Retirement Village officially opened on 6 August 1977, marking a milestone in aged care for the region. Over the years, Torbay has expanded steadily, adding residential units and independent living homes, creating not just a care provider but a vibrant community where seniors thrive.

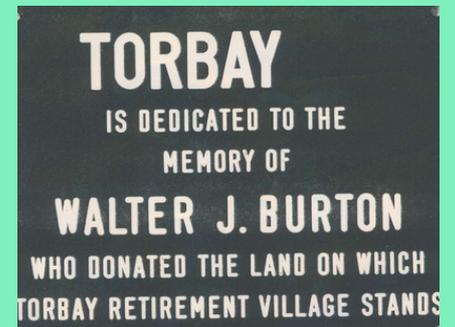
Now celebrating nearly 50 years of service, Torbay is proud to be the only local community-led, not-for-profit organisation in Hervey Bay, dedicated to delivering high-quality, person-centred care and lifestyle opportunities that empower residents to live life their way.

Whether engaging in social events, wellness programs, or simply enjoying peaceful surroundings in their homes, Torbay strives to create an environment where every resident truly belongs.

*Torbay Lifestyles and Care -
By Community, For Community*

OUR HISTORY

"Our stories carry the memory of the past and the spirit of those who came before us—the committed pioneers whose dedication laid the foundation for the future we build today."



STRATEGIC PLAN 25-28: VISION, MISSION AND VALUES

The 2025-28 Strategic Plan, complemented by a refreshed vision, mission, and values, has been thoughtfully developed through a close collaboration between the Board of Directors and the Executive Leadership Team. This forward-looking and exciting plan charts a clear course for the next three years, addressing both the significant challenges and emerging opportunities within the aged care sector.

Amid increasing pressures to maintain financial stability while delivering exceptional quality care and services, the plan focuses on strengthening and optimising existing operations to build a solid foundation for robust growth. By prioritising this essential groundwork, Torbay positions itself for sustainable success—ensuring that future opportunities can be embraced fully without compromising the quality or reliability of current services. This strategic plan underscores our unwavering commitment to excellence in care and sound financial stewardship, laying the groundwork for a promising and resilient future.



our vision

A future where ageing means living with dignity and choice.

our mission

To provide a diverse range of services to older people that support independence, connection, and lifestyle choices.

our values

The Board, management and staff agree to conduct themselves in accordance with these values:

Integrity

We do the right thing, even when no one is watching.



Compassion

We show genuine care and empathy to those we serve and each other.



Respect

We embrace uniqueness, honoring diversity and individual choice.



Working Together

We foster collaboration and partnership because none of us are as smart as all of us.



Courage

We stand up for what is right and face challenges boldly to make a positive difference.



STRATEGIC PLAN 25-28: FOCUS AREAS

Our Workforce	Our Finances	Our Infrastructure
<p>A motivated, and skilled workforce where every team member takes responsibility for their actions.</p>	<p>To have enough money to invest in the future.</p>	<p>Develop and maintain facilities and infrastructure that meet the changing needs of residents, staff and the community.</p>
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Value of training score • Employee engagement score • Employee turnover rate <p>STRATEGIC OBJECTIVES</p> <ol style="list-style-type: none"> 1. Increase organisation wide skills and competencies 2. Drive high performance through continuous performance conversations 3. Attract and retain committed, capable staff 4. Embed the Torbay vision, mission, and values 5. Gain workforce insights with regular employee surveys 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Actual to budget variance • Net surplus as a % of revenue • Capital expenditure as a % of revenue <p>STRATEGIC OBJECTIVES</p> <ol style="list-style-type: none"> 1. Drive revenue growth through diversification 2. Strengthen financial planning, and forecasting 3. Optimise cost and revenue management 4. Expand strategic partnerships and funding opportunities 5. Invest in technology and innovation for long term savings 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • User satisfaction score • Average time to complete maintenance requests • Scalability and flexibility score <p>STRATEGIC OBJECTIVES</p> <ol style="list-style-type: none"> 1. Develop a master site plan 2. Create an innovate IT strategy plan 3. Implement a phased renovation program 4. Evaluate and pursue opportunities to acquire land
Our Brand	Our Care	
<p>To be known by the community as a trusted leader in aged care and lifestyle services.</p>	<p>To provide person centered health and wellness services that prioritises respect, independence, clinical excellence and seamless integration across all services.</p>	
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Referral rate from community sources • Number of unique visitors on website • # of residents on wait lists <p>STRATEGIC OBJECTIVES</p> <ol style="list-style-type: none"> 1. Build strong partnerships with local organisations 2. Enhance community engagement 3. Lead community education and awareness programs 4. Deliver consistently high-quality care and services 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Utilisation • Accreditation outcomes • Star ratings • Improved enterprise risk <p>STRATEGIC OBJECTIVES</p> <ol style="list-style-type: none"> 1. De-institutionalise the aged care experience 2. Lifestyle and wellness reablement program 3. Strengthen clinical governance 4. Ensure seamless service integration 	

MEET OUR BOARD OF DIRECTORS

MICK KRUGER

President and Chairman of the Board. Board member since 2012, President since 2021, member of Finance and Review Committee and Project Management Group.



Mick is an active community member, working with and for the Hervey Bay community for more than 30 years, which among other things including the Mayor of the Fraser Coast Regional Council for four years.

Mick has a strong background in administration and finance and is also a member of several other local community organisations.

JUDITH PERRY

Board member since 2021, Chair of the Governance and Risk Committee.



Jude has a Diploma of Applied Science and has had extensive experience in clinical and educational laboratories. Initially Jude worked in the clinical testing and medical research field in Brisbane for 10 years then as a Science Operations Officer in Qld Education, Hervey Bay for over 25 years. Jude has held responsibility for risk management, legislative compliance and reporting, budget preparation, delivery of staff training and procedural documentation.

Having a strong interest in other cultures and with formal qualifications, Jude volunteered as a tutor and teacher in the Adult Migrant English Program at Wide Bay TAFE, in rural China, and in a refuge settlement program.

Jude, a Hervey Bay resident of over 35 years, is passionate about maintaining Torbay's long-standing reputation in the community for providing compassionate quality care and services to our residents.

ALLEN PYNE

Board member since 2023, member of the Finance and Review Committee, member of the Project Management Group.



Allen now retired has worked in both the banking industry and not for profit sector in executive roles and brings extensive experience in banking finance and marketing to the Board. Allen has been involved for many years in all aspects of public speaking/meeting procedures and chairman processes specialising in sports administration.

A former keen sportsman, Allen now is restricted to being an avid watcher. He loves spending any spare time he has with his family and also assisting the elderly in our community navigating the aged care system in securing the various services available.

MICHAEL STEETH

Board member since 2023, Chair of the Finance and Review Committee, member of the Governance and Risk Committee.



Michael has been a professional Financial Accountant for over 40 years and held several senior management positions in the public, not for profit, and private sectors including in Health and Aged Care.

Michael also brings to the Board significant experience in Information Technology and is also a Fellow of CPA Australia, a qualified company secretary with CSA and CSA UK as well as an Associate member of the Governance Institute of Australia.

Michael has been in Hervey Bay for over four years and volunteers his time sharing his vast skills and knowledge to organisations across the local community.

MEET OUR BOARD OF DIRECTORS

ALEX ROBINSON

Board member since 2024, member of the Governance and Risk Committee.



Alex is a passionate clinical and corporate governance leader with almost 10 years' experience as an independent NFP director specialising in the aged care, youth services, and community services sectors. Alex is passionate about the delivery of high-quality care to the aging population of Australians and about building robust governance structures in the organisations that deliver those services to ensure a strong future for the whole sector.

Alex is an anaesthetist practicing in Brisbane, holds formal qualifications in medicine, public health, executive leadership, and is a graduate of the AICD. Alex joined the Torbay Board in July 2024 and is looking forward to continuing the historical legacy of the Torbay group to deliver high quality aged care in the Hervey Bay area.

PAUL FENDLEY

Board member since 2024, member of the Governance and Risk Committee.



Paul is an accomplished public sector executive with extensive experience across various local and state government roles, complemented by postgraduate qualifications in Science, Business, Technology, and Governance. His expertise encompasses organisational strategy and problem-solving, leading transformational initiatives, pragmatic governance, audit and risk management, the application of technological innovations, and the development of accountable leaders and teams.

As a seasoned Company Director, Paul has spent the past several years collaborating with a diverse array of not-for-profit organisations. For the last three years, Paul has been enjoying life in Hervey Bay, where he has been engaged in multiple projects with the local council. In his leisure time, he is an average tennis player, an aspiring astronomer, and an enthusiastic fisherman.

FAIRWELL TO NORM AND SELWYN



We bid a heartfelt farewell to Norman Edwards and Selwyn Brindley, who have dedicated 6 and 18 years respectively to serving Torbay as Board Directors. Their guidance, expertise, and steadfast commitment have been invaluable, and they will be deeply missed. The legacy they leave behind inspires us all, and their contributions will always be remembered and sincerely appreciated.



CHAIRMAN'S REPORT



Reflection on the Year and Board

Acknowledgements

As I reflect on the past twelve months, it is clear that this year has been one of growth, renewal, and a strengthened commitment to the well-being of our community. At the outset, I would like to sincerely thank my fellow Board members for their dedication, insight, and unwavering support throughout the year.

I also wish to formally acknowledge and bid farewell to two esteemed Board members, Selwyn Brindley and Norman Edwards. Both Selwyn and Norman have given many years of invaluable service to Torbay, providing wisdom, guidance, and steady leadership. Their tenure has been marked by passionate commitment to our mission and the ongoing advancement of our community's best interests. We thank them deeply for their enduring contributions and friendship, and they will be greatly missed.

Professional Development and Governance Enhancements

Over the past year, the Board has engaged in a significant amount of professional development aimed at equipping us to lead confidently within an increasingly complex and evolving environment. This focus on learning has been critical in preparing us to effectively respond to the new Strengthened Standards and other challenges within our sector.

A key governance initiative was the comprehensive review of the Torbay Constitution to ensure it aligns fully with current regulatory requirements, including the new Aged Care Act. This important work strengthens our governance framework and ensures compliance with evolving legislation. I extend sincere thanks to our Director and Chair of the Governance and Risk Committee, Judith Perry for leading this vital constitutional review.

Another notable governance advancement has been the development and implementation of a new Visitor Program. This initiative enables Directors to engage directly with residents in both the residential and village communities, as well as with staff. It fosters open communication, enhances transparency, and promotes responsive governance—hallmarks of an organisation truly centred on community connection and inclusivity. I would like to especially thank Director Allen Pyne for his outstanding leadership in driving this program forward.

Vision, Mission, and Strategic Planning

This year, we undertook a meaningful refresh of our Vision and Mission statements, ensuring they honour Torbay's proud history and clearly articulate our future commitment.

Our updated **Vision** expresses our aspiration for a community where every individual is empowered to live with dignity, independence, and belonging. The renewed **Mission** commits us to delivering compassionate, respectful, and high-quality care and services, tailored to the diverse needs of residents.

These statements are not simply words on paper; they represent a strategic alignment that unites the Board, management, staff, and community around a shared purpose and common direction.

Adding to this strategic framework, the Board and Executive collaborated closely to develop a new Strategic Plan spanning the next three years (2025–2028). This plan sets out clear, achievable goals designed to propel Torbay forward with focused attention on **Our Care, Our Workforce; Our Finance; Our Infrastructure; and Our Brand**. We have further embedded key performance indicators (KPIs) within each strategic focus area to hold ourselves rigorously accountable, enabling us to measure progress, celebrate milestones, and respond proactively to challenges.



Financial Turnaround and Enabling Future Investment

A pivotal highlight of the year has been the significant financial turnaround achieved through disciplined fiscal management, operational efficiencies, and strategic initiatives, which have substantially strengthened Torbay's financial position.

Most memorably, Torbay Constructions delivered exceptional results, generating over \$1 million in surplus. This surplus will be directly reinvested to support the ongoing operation and the essential financial investments required to maintain and expand the residential services we provide to the community.

This financial progress provides a strong foundation for continued investment in infrastructure and programs that enhance resident outcomes and enrich the broader community alike.

Although further improvements are anticipated as we continue to implement key strategic initiatives in the coming year, our renewed financial strength empowers us to pursue innovations that improve quality of life, care delivery, and community engagement. This will ensure Torbay remains at the forefront of excellence in aged and community care.

Gratitude and Forward Outlook

At the heart of all we do is our fundamental principle: by the community, for the community. This guiding value continues to inspire and inform every decision we make, reinforcing our dedication to placing the needs and voices of residents and community members at the centre of our work.

I extend my deepest gratitude to the entire Torbay team – from the Executive leadership through to every frontline staff member – whose unwavering commitment and professionalism are the driving force behind our success. It is truly an honour to lead this exceptional team, and it is their passion and dedication that have made these outstanding outcomes possible.

Looking ahead, we remain optimistic and ready to embrace the challenges and opportunities on the horizon. Together – as a Board, with management, staff, residents, and our wider community – we will continue leading Torbay with respect, compassion, integrity, teamwork, and courage, into an exciting new chapter marked by innovation, excellence, and growth.

MICK KRUGER OAM

Chairman of the Torbay Lifestyle & Care Ltd
Board of Directors

MESSAGE FROM THE CEO



Operational Enhancements and Financial Strengthening

The past year at Torbay has seen significant operational improvements and strong financial gains, laying the foundation for sustained success. We achieved a remarkable \$3.5 million turnaround compared to the previous year, resulting in a net surplus of \$1.7 million. This reflects our disciplined focus on cost management, optimised resource allocation, and strategic initiatives to strengthen revenue streams—all while maintaining the high quality of services our residents expect.

This financial turnaround is a testament to a coordinated organisational effort and underscores our commitment to fiscal responsibility and sustainability. It not only stabilises Torbay's position but also provides a solid base for ongoing investments in infrastructure and programs that enhance outcomes for residents and the broader community.

Although there is still more progress to be made, this renewed financial strength empowers us to confidently pursue innovation and continuous quality improvements, ensuring Torbay remains a leader in aged and community care.

Improved Governance

This year, we embedded enhanced clinical governance practices alongside continued improvements in our key quality indicators. Our new Clinical Leadership team has driven significant advancements, supported by the implementation of MOA Benchmarking—a tool that enables us to measure performance against other aged care providers and ensure our standards remain excellent and sector-aligned.

Furthermore, the Board undertook extensive professional development to strengthen their capacity to hold the Executive leadership accountable. This enables them to guide Torbay effectively through the new Strengthened Aged Care Standards and evolving sector demands with robust oversight.

Workforce Refinements and Education

Another key focus this year was a comprehensive review of our aged care workforce. By carefully examining resident needs, we identified opportunities to reduce staffing in some areas without compromising care quality and continuing to exceed required target care minutes. This allowed expansion of critical support functions such as rostering, cleaning, and laundry, enabling direct care staff to better focus on resident support.

This review also initiated a cultural shift toward a more home-like environment by upskilling Personal Care Workers in medication competency, preparing us to provide in-room medication solutions and more individualised care approaches in the future. Improvements to recruitment and onboarding have resulted in a more stable workforce, enhanced continuity of care, and minimised unfilled shifts. We also invested heavily in professional development through the launch of the AusMed digital learning platform, which provides flexible training complemented by face-to-face sessions and an enhanced induction process for new staff.



Process and System Improvements

Leveraging technology and process efficiencies has bolstered our operational capacity and service quality. Building on MOA Benchmarking and AusMed, we introduced several new systems that enhance efficiency:

- Xemplo: Streamlines recruitment, onboarding, induction, and workforce management.
- Xero: Modern financial system delivering timely, accurate data for faster decision-making.
- Lightyear: Digital accounts payable system ensuring seamless and secure expense processing.
- E-tools: Enhanced contracts management system that streamlines residential waitlists, agreements, and revenue processes.

Our expanding partnership with Health Generation also ensured revenue models accurately reflect resident care and workforce requirements.

Successful Grant Application for \$4 Million Renovation Project

A highlight of mine this year was confirmation of a \$3.2 million grant under the Aged Care Capital Infrastructure Fund. Together with an \$800,000 contribution from Torbay, this \$4 million revitalisation will refurbish the currently decommissioned Don McBain unit and renovate the Upper Daintree unit, creating modern, homelike environments for current and future residents.

I was thrilled by this exciting news. Being selected by the Commonwealth Department of Health, Disability and Ageing from a highly competitive grant program recognises our passion and commitment to making Torbay the very best it can be. I look forward to seeing this project evolve over the coming years.

Sustaining and Building on Success: Looking Ahead

Our achievements this year lay the groundwork for ambitious progress ahead. Our new three-year Strategic Plan (2025–2028) aligns efforts across five pillars: Our Care, Our Workforce, Our Finances, Our Infrastructure, and Our Brand, each with clear objectives.

Upcoming developments include the Don McBain and Upper Daintree renewal projects, continued technology integration, workforce mobilisation, enhanced professional development and career progression opportunities, and other significant infrastructure initiatives. Financially, we will continue refining processes, diversifying revenue through initiatives such as a paid additional services program for residents, and exploring Home Care options to serve village residents and the wider community.

Gratitude and Thank You

I sincerely thank all staff, volunteers, and Board members whose dedication made these achievements possible. This collective effort enriches Torbay's community, and I am excited about the possibilities ahead.

Inspired by the trust residents and families place in us, we remain committed to creating an environment where every individual is valued, supported, and empowered to live their best life.

CARRIE CHAPPELL

Chief Executive Officer

FINANCIAL REPORT 2025/26



Financial Turnaround and Strategic Transformation

The 2025/26 financial year marks a pivotal turning point for Torbay, delivering a \$3.5 million turnaround in operating results from the prior year. Torbay achieved a net operating surplus of \$1.7 million, reflecting strong operational discipline and effective strategic management.

Aged Care Workforce Review

Torbay completed a comprehensive workforce review to better align staffing with required care minutes, optimise service delivery, and maintain financial sustainability. This review has enabled carers to dedicate more time directly to residents, supported by a newly established rostering team with increased hours, expanded hotel services over weekends, and enhanced Lifestyle services during afternoons and weekends.

Torbay continues to surpass care minute requirements, distinguishing itself as one of the few local providers to consistently exceed this important benchmark.

Finance Department Modernisation

During the year, Torbay implemented a major transformation of the finance department through the rollout of four new financial systems. This strategic investment has significantly improved operational efficiency and reporting capabilities by providing:

- Greater accuracy and timeliness in financial reporting
- Enhanced budget monitoring and cost control
- Streamlined financial workflows and processes
- Advanced data analytics to support strategic decision-making

Financial Sustainability and Future Investments

The financial turnaround provides a strong foundation for sustained growth and enables vital investments previously limited by budget constraints.

Planned investments include:

- IT infrastructure and system upgrades
- Replacement and upgrade of aging software
- Furniture and equipment enhancements throughout the aged care home
- Ongoing improvements to operational systems and processes

Strategic Outlook

Torbay's 2025/26 turnaround underscores its commitment to operational excellence and fiscal discipline. Torbay now operates a more efficient model that preserves service quality within sustainable financial parameters, positioning it well for future challenges and growth.

This strengthened financial foundation supports critical investments in technology and infrastructure, ensuring continued excellence and enhanced service delivery in the years ahead.

A Thank You to My Team

A standout moment this year has been witnessing the growth and development of my team. They have led many of the changes implemented and have significantly expanded their knowledge and confidence throughout the year. It has been deeply rewarding to see their growth over the past 12 months.

I extend my sincere thanks to the entire team for their dedication and commitment during this transformative period. We welcomed several new members bringing fresh energy and skills, alongside our valued long-serving staff who have remained integral to Torbay's success.

The team has navigated considerable change with resilience, openness, and professionalism. Without their collective effort, the achievements and milestones reached this year would not have been possible.

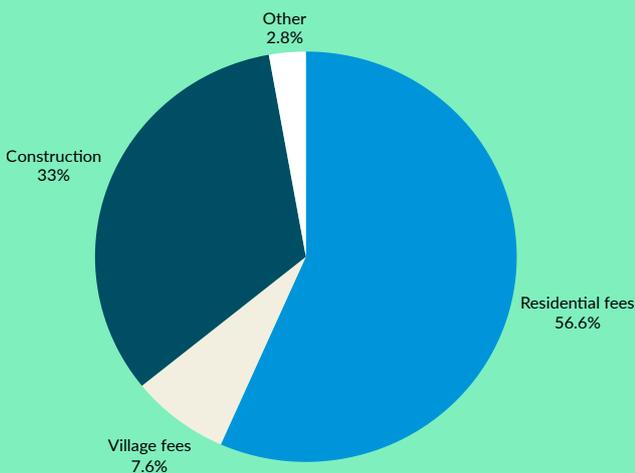
Net results over last 10 years



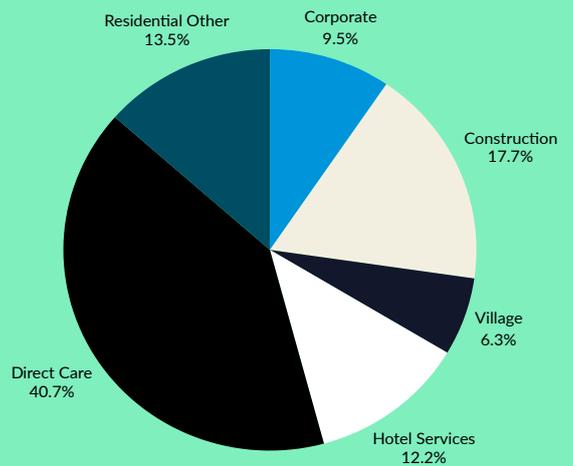
Cash balances over last 10 years



Summary of income



Summary of expenses



JULIE MCDONALD

Operations Manager

PEOPLE & CULTURE REPORT



It is with great pride that I present the first-[↗] ever annual report focused entirely on Torbay's People & Culture. Over the course of 2025, our team has achieved remarkable progress in workforce transformation, technology integration, recruitment, and culture development—all critical to strengthening Torbay and supporting our mission to deliver compassionate, person-centred care.

I want to start by thanking the People & Culture team whose professionalism, dedication, and hard work have been central to these achievements. Their commitment and passion have made the ambitious goals we set at the beginning of the year a reality, and I am deeply grateful to work alongside such a talented group.

Workforce and Rostering Transformation

Between late 2024 and early 2025, we led Torbay's most comprehensive roster review in over a decade. Through group and individual consultations with staff and residents, we designed a shift pattern that aligns with required care minute targets and is more responsive to resident needs across all departments. Hotel Services commenced their new roster in late 2024, with the remainder of Torbay, including care teams, launching in January 2025.

To enhance coverage and service quality, in February we outsourced rostering to expand support hours and enable our Registered Nurses to dedicate more time to providing direct resident care. Despite an initial period of increased turnover, we met this challenge head-on—continuously filling shifts and ensuring uninterrupted care, even through demanding holiday periods.

Recruitment and Talent Pipeline Development

Recruitment has been a major focus this year, balancing traditional hiring methods with innovative approaches. We expanded student placement programs, welcoming two new business students into our administration team and developing strong partnerships with local educational institutions, providing 18 Personal Care Worker student placements in the past 12 months.

Significant recruitment campaigns attracted permanent, skilled, and dedicated team members, while maximising hours for existing staff. As a result, we significantly reduced the number of vacant permanent shifts, minimising our reliance on agency staffing, and improved continuity of care for residents.

Technology and Systems Modernisation

Modernising our people systems has been transformational and created significant efficiencies within People & Culture and across Torbay.

April marked the implementation of Xemplo Human Resource Information System (HRIS), revolutionising onboarding by eliminating paper-based processes with a highly efficient, professional digital platform for new team members. We continue to digitise existing employee files, progressively managing all records within Xemplo's secure cloud environment.

Our existing rostering solution, Humanforce, was enhanced with the launch of digital timesheets and leave management accessible via mobile and web apps. Later in the year, geo-clocking was introduced to further optimise timekeeping, eliminating inefficient finger-scanning and reducing wasted staff time.

Employee Engagement and Culture

In August, we launched our very first Values survey through Culture Amp, which highlighted our team's strong commitment to resident-centred care and identified opportunities to improve morale, communication, and consistent alignment with our values. These insights informed our reviewed values, of **integrity, compassion, respect, courage and team work**, introduced with the 2025–28 Strategic Plan, which we look forward to embedding across daily work life.

In October, the annual Staff Engagement Survey saw significant improvements across nearly all areas. High favorable ratings included role clarity (87%), role satisfaction (83%), company pride (81%), learning access (81%), and team connection (79%).

November marked the launch of the first stage of our new Performance Framework with the rollout of the Culture Amp Performance Appraisal system. We are excited to refine this process and foster two-way communication with regular opportunities to discuss performance and continuous improvement.

Continued Improvement

The achievements of this year create a strong foundation for our next stage of improvement projects, including:

- Ongoing digitisation of employee records
- Enhancements to rostering, including AI implementation to streamline scheduling, minimise agency use, and maintain quality care
- Continued development of partnerships with educational institutions and the development of key educational program for our leaders.
- Strengthening recruitment capabilities to respond rapidly to workforce needs
- Embedding our new strategic plan and ensuring our values are practiced daily
- Continued growth of survey and engagement initiatives that provide opportunities for workforce feedback and cultural development

Comments from the Survey

"The new changes that have happened since new management have taken over has been very positive and I feel we are a more professional organisation."

"I am proud of my position and Torbay standards and management. I feel very proud to be a part of Torbay."

Closing Reflections

As I prepare to step down from my role as People & Culture Manager, I want to express how much I have enjoyed the challenge and reward of leading this transformative work. It has been a privilege to work with such a dedicated team and contribute to meaningful change that will have a lasting positive impact across Torbay.

I am confident the foundations we have laid will empower my successor to continue strengthening Torbay's culture, employee experience, and operational excellence. I look forward to passing the baton with pride, knowing the organisation is well-placed for ongoing success.

**ENGAGEMENT OF 52
NEW TEAM MEMBERS**

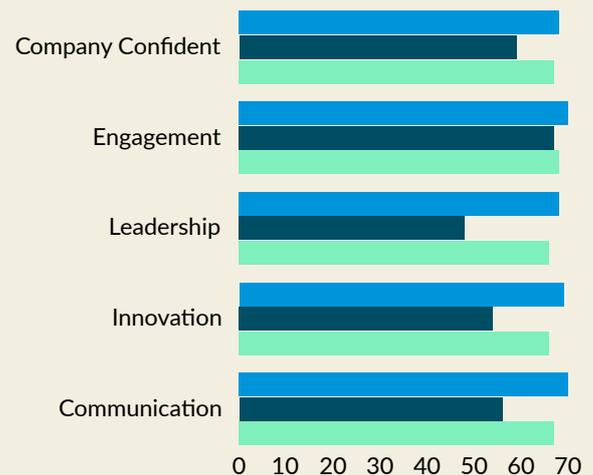


**STUDY PLACEMENTS
FOR 18 PERSONAL
CARE WORKERS**



Employee Engagement Survey

● This Year ● Last Year ● Other Not for Profits



DARYL MAHON

People and Culture Manager

RESIDENTIAL CLINICAL CARE REPORT



I AM PROUD TO PRESENT THIS YEAR'S ANNUAL REPORT, REFLECTING POSITIVE DEVELOPMENTS WITHIN THE CLINICAL AREA OVER THE PAST TWELVE MONTHS.

Residential Clinical Care Report

It has been a year of growth, collaboration, and unwavering dedication to providing exceptional care for residents.

Having recently taken over from Lisa Nitschinsk, whom we farewelled earlier this year after several years of dedicated service as Director of Care, I want to sincerely thank her for her commitment and hard work.

As of November, star rating details:



Overall Star Rating of 4 stars – Good, consistently achieved since May 2024



Compliance

Excellent – meaning the Commission gave us an exceeding grade at our last reaccreditation.



Quality Measures

Acceptable – consistently achieved over the past 12 months, with the exception of some reporting glitches resulting in a 1 star rating in December 24.



Residents' Experience

Acceptable – based on an independent resident survey completed in February 2025.



Staffing

Acceptable – consistently achieved through out the year. Last updated in September 25.

Clinical Quality and Governance

A key focus this year has been strengthening clinical governance and our internal audit program, highlighted by the launch of MOA Benchmarking. This tool compares our outcomes with other aged care providers, helping identify areas for improvement and ensuring service excellence.

Combined efforts led to significant improvement in our national quality indicator results. We continued partnering with Health Generations, an independent consulting firm, which collects and reviews our national quality indicator data to ensure transparency and measurable progress.

We also engaged Pride Aged Living to conduct a Gap Analysis aligned with the Strengthened Aged Care Standards. This proactive review has strengthened our systems to maintain compliance and foster continuous improvement.

Workforce Roster Review

To better align staffing with resident needs and benchmarks, we conducted a comprehensive workforce roster review. These adjustments ensured consistent support seven days a week, including weekends.

Importantly, this review enabled us to significantly upskill and expand our Personal Care Workers' medication competency skills. Over the next 12 months, this will enable us to move to in room medication support, enhancing our person-centred care approach.

The changes also supported expansion of Lifestyle activity hours into afternoons and weekends, providing residents more engagement opportunities beyond traditional hours.

We are proud to be one of only a few providers locally that continue to exceed our care minute targets.

Education and Training

Our commitment to workforce development strengthened with the launch of AusMed and rollout of a full suite of digital training throughout 2025, supporting ongoing professional growth aligned with best practice.

Training highlights include upskilling Personal Care Workers in medication competency, enhanced orientation programs, and competency assessments for new staff – all designed to build a confident and capable workforce.

Staff also benefited from face-to-face learning. Notably, many recently completed the DREAM (Dementia Respite Education and Mentoring) program, enhancing our ability to deliver compassionate, person-centred dementia care.

Clinical Leadership

Throughout much of the year, we received strong support from Health Generation while recruiting to strengthen our clinical leadership team. We warmly welcomed Dhan Delon and Emily Lister as Clinical Nurse Specialists. Both having quickly settled and are driving vital changes to align our services with the new Strengthened Aged Care Standards.

Partnerships and Lifestyle Programs

Clinical support has expanded through new partnerships with specialists including a podiatrist and geriatrician, ensuring onsite access to specialised care.

A standout initiative was the launch of our intergenerational program with Kawungan State School, facilitating letter exchanges and storytelling between residents and schoolchildren, nurturing community connection and joy.

Additionally, a successful Peer Support Group was established focusing on mental health and grief management – particularly benefiting men in the Torbay community. Due to its success we plan to expand the program further in the coming year.

Resident Feedback

Our Consumer Experience and Quality of Life surveys reflect clear improvements and increased resident satisfaction and wellbeing. This positive trend was confirmed by the recent Resident Survey, showing high satisfaction across most areas.

Looking Ahead

We look forward to building on these achievements in 2026 by launching new wellbeing initiatives fostering connection, purpose, and joy for all who call Torbay home. Plans also include integrating upgraded technology and systems to mobilise our workforce with enhanced information for improved resident outcomes.

I remain continually inspired by the professionalism, compassion, and teamwork demonstrated daily by staff. Together with residents, families, and volunteers, we make Torbay not just a place to live, but a place to belong.

Farewell Message

It is with a heavy heart I announce my premature departure from Torbay due to personal reasons. Although brief, serving as Director of Care has been an honour. I am deeply grateful to work alongside such a dedicated and talented team.

I am confident that with everyone's ongoing commitment, Torbay will continue to excel and flourish. I look forward to witnessing the remarkable journey ahead and thank every staff member, resident, family, and volunteer for their invaluable contributions.

CARE MINUTES

● Target ● Achieved

Direct Care Minutes Achieved = 219

Target = 200

Registered Care Minutes Achieved = 43

Target = 41

KATIE AIREY

Director of Care

HOTEL SERVICES REPORT



Over the past year, Hotel Services has made strong progress across catering, cleaning, laundry, maintenance, and gardens. Building on last year's commitments, we have enhanced residents' daily lives, supported our staff, and strengthened compliance with evolving standards. This report highlights key achievements, challenges, and priorities as we continue to align with the new Strengthened Standards.

CATERING SERVICES

Food and dining remain central to resident wellbeing. We enhanced the dining experience by introducing ceramic plates, matching cutlery, glassware, and improved table settings, creating a restaurant-style atmosphere. Digital TV menu displays have increased clarity and resident engagement.

Our "fresh is best" menu, shaped by seasonal produce and resident input, offers balanced nutrition. Together with Parks & Gardens, we established herb gardens encouraging resident involvement—an initiative planned for expansion in the coming year.

A redesigned catering roster has improved efficiency, workflow, and menu consistency, complemented by kitchen upgrades including a new Vario Cooking Station.

This year, we began catering monthly Village Resident Committee (VRC) events, which have been very well received and admired by others unable to attend.

Despite increased resident satisfaction, meeting diverse dietary needs remains a challenge. Plans are in place to implement digital food safety and mealtime ordering systems, launch "resident chef" days, and expand resident engagement through a monthly Resident Food Committee.

HOUSEKEEPING

Cleanliness and infection control remain core priorities. The full rollout of microfiber cleaning has enhanced hygiene, safety, efficiency, and sustainability. Seven-day cleaning coverage plus targeted staff training have ensured consistent standards.

Going forward, we will expand cleaning audits with digital task tracking, continue staff development, and explore new infection control technologies.

Laundry services have improved through enhanced workflow, reduced turnaround times, and lighter staff workloads. Direct delivery to residents' rooms has lowered garment loss, while enhanced communication with residents and families has built trust.

Though garment loss has declined, it remains a focus. In 2025–26, we will trial digital garment labelling—also supporting residents who wander—and continue refining workflows and infection control training.



MAINTENANCE, PARKS AND GARDENS

Torbay is renowned for its exceptional outdoor spaces enjoyed by residents, visitors, and staff. This year's highlights include the dementia-friendly redevelopment of Daisy Nook garden, pond upgrades improving aesthetics and water quality, and new seating that promotes outdoor social interaction.

Maintenance responsiveness remains high, with urgent repairs typically completed within 24 hours. However, aging infrastructure and rising costs continue to present challenges.

Priorities for 2025–26 include expanding sensory gardens, progressing room and equipment upgrades, launching a phased furniture renewal and redesign, and increasing in-house maintenance capabilities to reduce reliance on external contractors.

Ending Note

Investments in systems, staff, and resident consultation have significantly raised service quality and resident wellbeing. Our focus for 2025–26 centers on full alignment with the Strengthened Standards and the rollout of digital solutions for food safety, mealtime ordering, and laundry management.

We will also address workforce pressures through targeted training, flexible rostering, and recruitment, complete flood repairs to the Lakeside kitchen and dining areas, develop new service partnerships, and commence a whole of site furniture upgrade.

Hotel Services remains central to life at Torbay—from meals and cleanliness to clothing care and beautiful surroundings. This year's progress highlights the dedication and pride of our teams. Thank you all for your exceptional contributions, these achievements would not be possible without you.

MICK SMITH

Hotel Services Manager

THE VILLAGE



Sales & Village Improvements

The past year has been exceptionally active within the Village, with 24 homes handed back, renovated, and successfully resold—generating the highest turnover observed in one year since my commencement.

The primary driver behind this changeover was the increasing care needs of residents, many of whom transitioned into the Torbay Residential Home. Despite the high turnover, demand remains strong, and we continue to hold a substantial waiting list for 1, 2, and 3-bedroom homes — with 2-bedroom, single-garage homes proving to be the most sought after.

This activity has been a personal and professional highlight of the year. It has been incredibly rewarding to achieve strong sales results, collaborate closely with the team, meet renovation deadlines, and welcome new residents as they settle into Village life.

In addition to property turnover, several key improvements were made throughout the Village:

- The deteriorating fencing around the lakes was replaced, significantly enhancing safety and appearance.
- New outdoor furniture was added to the Tavistock Court BBQ area, providing a more comfortable and enjoyable communal space.
- The Clubhouse gym was upgraded with a new exercise bike and treadmill.
- Thanks to a generous donation from the VRC, two new air conditioners were installed in the Tavistock recreation building — a welcome improvement during the warmer months.

The Village raised \$2,000 for the Dementia Walk and \$2,400 for the Cancer Council, demonstrating our residents' continued generosity and commitment to meaningful causes.

Social Activities and Community Engagement

As in previous years, the Village has enjoyed a wide range of social events that continue to foster a strong sense of community among residents. Key highlights include our annual Bogan BBQ, held in conjunction with Australia Day, and our seasonal morning teas celebrating Easter, Mother's Day, and Christmas — the latter always featuring a visit from Santa, creating a joyful atmosphere and a popular photo opportunity. Father's Day is marked with a traditional BBQ.

A particularly special event is our milestone morning tea, where we honour residents turning 80, 90, or 100. While all residents are invited, milestone celebrants receive a personal invitation, along with a certificate of recognition as new members of the OBE (Over Bloody Eighty) Club, and a small gift. These gatherings are always well-attended, reflecting the strong community spirit of the Village. These events are over & above our normal weekly activities.

Throughout the year, residents also attended several community events, including the Fraser Coast Mobility Scooter Convoy, Childers Festival, Goomeri Pumpkin Festival, and our very own Dementia Walk. We are proud of our fundraising efforts. The Village raised \$2,000 for the Dementia Walk and \$2,400 for the Cancer Council, demonstrating our residents' continued generosity and commitment to meaningful causes.

A recent resident survey has highlighted the overwhelmingly positive experiences and appreciation residents have for life in the Village. This feedback is a testament to the caring environment, vibrant activities, and supportive community we strive to maintain.

We have continued to strengthen relationships with local community groups and charities, including the Hervey Bay Citizens Centre, Vision Australia, and the Hervey Bay Jazz Club, to name a few, through the hire of our hall and meeting rooms. These partnerships not only support community connection but also help to maximise the use of our facilities.

Staffing

Andrew, our Lifestyle Facilitator, has reduced his working hours from 30 to 24 hours per week, now spread over four days. This adjustment was made due to health reasons. The change has been implemented smoothly, with no noticeable disruption to services or resident engagement.

To provide additional support and maintain resident connection, I have been working from the Tavistock Court Recreation building on Thursday and Friday mornings. This presence offers residents a consistent opportunity to raise any concerns, seek advice, or simply have a chat in an accessible and familiar setting.

A Heartfelt Thank You

I would like to extend my sincere gratitude to all the residents who make the Village such a wonderful and vibrant community. Your generosity, kindness, and active participation in social events and community causes truly bring the Village to life and foster a welcoming environment for all.

A special thank you goes to the dedicated residents who volunteer their time as members of the Village Residents Committee. Their tireless efforts in planning, coordinating, and running a wide range of activities and events play a crucial role in shaping the community spirit that makes the Village so special. Their commitment and enthusiasm ensure that everyone has opportunities to connect, engage, and enjoy Village life to the fullest.

Special thanks also go to Andrew for his unwavering support and dedication as our Lifestyle Facilitator. Even with reduced hours, Andrew's ongoing presence and commitment continue to make a meaningful difference in supporting and enriching the daily lives of residents. We truly appreciate his valuable contributions to the Village community.

RACHEL NECK

Retirement Village and Sales Manager

NUMBERS ON WAITING LIST: 42

KEY SURVEY RESULTS (OUT OF 5)

Staff assistance

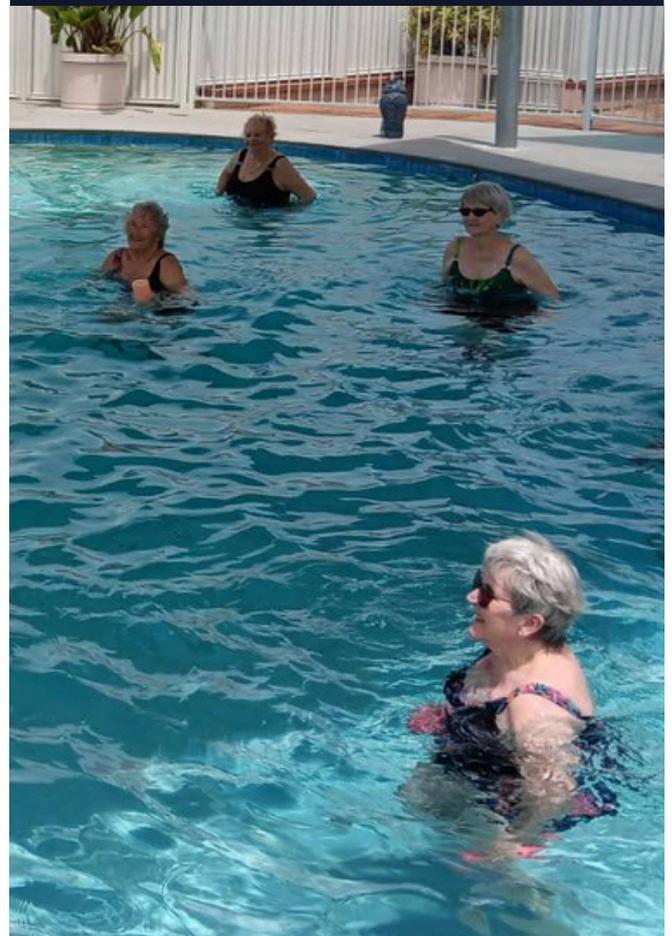
4.66/5

Social & Recreational activities

4.59/5

Recommend the Village to friend or family

4.69/5



Comments from the Survey

"Torbay is the best Village in Hervey Bay"

"We feel it is a wonderful atmosphere here making us feel very welcome & safe"

CONSTRUCTION REPORT



I am proud to present a period of outstanding growth, development, and meaningful contribution to the communities we serve. Torbay Constructions continues to demonstrate strength, not only in financial performance but also through the trust we've earned, the partnerships we've strengthened, and the innovation we bring to every project. We have expanded our footprint, grown our capabilities, and made significant contributions to social infrastructure across multiple regions.

Enhancing Educational Infrastructure

This year marked a significant milestone with the delivery of a major Design & Construct project for Riverside College, a leading educational institution dedicated to enhancing learning environments. These complex projects involved close coordination with architects, consultants, and stakeholders to deliver facilities that will support the next generation of learners. This achievement underscores our growing capability to manage large-scale developments while prioritising quality and timeliness.



Commitment to Affordable Housing Solutions

Beyond the education sector, we were proud to have partnered with Regional Housing Limited to deliver two Community Housing Projects. These developments are essential to providing secure, accessible housing for low-income and vulnerable residents in regional areas. Torbay Constructions remains committed to socially responsible construction and delivering durable housing solutions that meet community needs.



Advancing Aged Care Facilities

Torbay Constructions continues to play a strategic role in long-term infrastructure planning for Torbay Lifestyles and Care. A standout example is our ongoing involvement in the renovation of Don McBain Special Care and Upper Daintree Unit, which has recently secured grant funding to proceed in 2026. Our team is deeply involved in the planning, design, and construction phases of this significant development. This project presents a unique opportunity to revitalise a key facility that delivers essential aged care, aligning with the Aged Care National Design Guidelines.

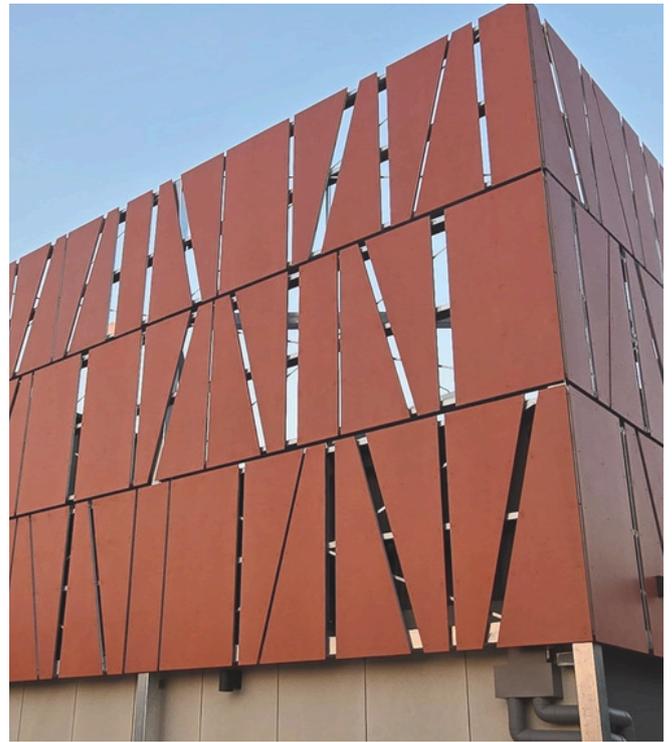
Perhaps one of our most forward-looking undertakings is our leadership role in the Major Electrical Infrastructure Upgrade. This long overdue project will significantly increase the capacity, reliability, and future-readiness of Torbay's core power systems. Though complex and high-stakes, this upgrade will futureproof the facility, accommodating expanded service delivery, modern technologies, and improved emergency power solutions.

Resilience in Adversity: Responding to Cyclone Alfred

This year was not without its challenges. The storm in March 25, as a result of Cyclone Alfred and its resulting flooding brought with it unexpected pressures, particularly for those working within or supporting care facilities. What stood out most was the remarkable spirit of collaboration, resilience, and care demonstrated at all levels.

As one of the first responders, it was memorable to witness everyone unite to ensure resident safety, protect assets, and maintain essential services. This experience served as a powerful reminder of the humanist values at the core of Torbay.

It reaffirmed that our greatest strength lies not only in technical expertise but in our people and the values we uphold.



Looking Forward: 2025–2026 and Beyond

Looking to the year ahead, Torbay Constructions is well positioned to capitalise on new opportunities and broaden its impact. Our project pipeline includes approximately \$16 million worth of committed works for the 2025–2026 financial year, spanning aged care infrastructure, educational facilities, and community housing—sectors where we consistently deliver high-quality and lasting value.

This growth reflects the trust and confidence of our partners, for our reliability, innovation and value driven mindset - a responsibility we deeply appreciate and do not take lightly.



Acknowledgements

Torbay Constructions has always been more than just a builder – we are a partner in community development, a driver of innovation, and a team that cares deeply about the work we do. As we look forward to another year of exciting projects and growth, I want to extend my sincere thanks to every team member, our trusted partners, and the community we serve.

Together, we continue to build not only infrastructure, but also hope, opportunity, and lasting value.

JOHN SHEEHAN

Construction Manager

DEMENTIA WALK HERVEY BAY



On Sunday, 21 September, the Hervey Bay community came together for the Dementia Walk – an event dedicated to increasing awareness about dementia and supporting those living with Dementia, along with their families and carers. This walk coincided with the Dementia Action Week, whose theme, “Nobody Can Do It Alone,” reminded us of the importance of connection and community support in facing the challenges dementia brings.

Dementia affects over 472,000 Australians, and Hervey Bay has a notably older population, with a median age of 51 years compared to the national median of 38. Around 28% of residents are aged 65 and over, many within the age groups most impacted by dementia. This makes the need for education, support, and funding in our region especially important.

At Torbay, we see firsthand the profound impact dementia has on residents and their families. That’s why we are proud to host and support the Dementia Walk Hervey Bay – a community initiative that raises both awareness and funds to improve the lives of those affected. On this day, we raised over \$5,000 for Dementia Australia, which will go directly to research, services, and advocacy efforts that support people living with dementia nationwide.



The Dementia Walk is more than just a fundraiser. It’s an opportunity to come together in solidarity, foster understanding, and break down the stigma often associated with dementia. Participants enjoyed a beautiful walk along Urangan Pier and the Esplanade, sharing stories and strengthening community ties. Special thanks go to our local supporters, including Hervey Bay RSL, Hervey Bay Lions Club, Grey Nomads Coffee, Art by Rebecca, Tranquility Media and Fraser Coast FM, whose involvement helped make the day so successful.

A heartfelt thank you also goes to the dedicated Torbay team whose energy, organisation, and care helped bring this event to life. Their commitment reflects Torbay’s ongoing dedication to enhancing dementia care and promoting social inclusion for older members of our community. We look ahead with excitement and determination to make next year’s event even bigger and more impactful. Together, through awareness, action, and compassion, we can ensure that nobody facing dementia in Hervey Bay – or anywhere – has to do it alone.

Thank you to everyone who participated, supported, and helped spread this important message. Your involvement truly makes a difference.

SPECIAL MOMENTS IN TIME



SPECIAL MOMENTS IN TIME



BUILDING A BETTER FUTURE



It was with great excitement that, in recent months, Torbay was successful in securing a \$3.2 million Capital Assistance Grant funded by the Department of Health, Disability and Aging. The purpose of this funding is to support the revitalisation of the currently decommissioned Don McBain Unit and to renovate the Upper Daintree Wing. The aim is to transform these areas into two smaller, household-style living environments that provide a more personalised and comfortable experience for both current and future residents.

This project will result in 18 fully renovated single rooms, each with its own private ensuite, designed to enhance privacy and independence. These rooms will be grouped into two separate households, each featuring private entrances, garden areas, domestic-style kitchens, as well as shared living and dining spaces. This structure aligns with the National Aged Care Design Guidelines, which prioritise a homely atmosphere, improved social connection, and individualised care.

In addition to improving the quality of life and care for residents, this development will increase Torbay's bed capacity by eight new high-acuity care places, directly addressing the growing demand in Hervey Bay for residential aged care services.

Looking beyond these immediate upgrades, the grant also marks the start of a landmark initiative in Torbay's history: a comprehensive site planning project to map out the future evolution of our facilities and services. This planning process will be led by the Torbay Board and Executive team over the coming year and will place strong emphasis on community involvement.

Unlike anything undertaken before, this project will include extensive consultation with residents, families, staff, and the wider Hervey Bay community. By actively seeking input from all stakeholders, the planning aims to create a shared vision of what Torbay could become, ensuring that future developments reflect the diverse needs and aspirations of those we serve.

The goal of the site planning project is to develop a clear, sustainable roadmap for future growth and improvement, balancing operational efficiency with the highest standards of resident care.

Together, the facility upgrades funded by the grant and the forward-looking site planning project will set Torbay on a path to build a better future—one where residents enjoy modern, comfortable living spaces within a supportive, caring environment tailored to meet evolving demands.

This initiative embodies Torbays commitment to the community's needs and priorities—living the theme “by community, for the community”.

THANKYOU TO OUR VOLUNTEERS

VOLUNTEERS ↗

Angela Bussey
Fifi Lau
Nancy Goulston
Suzanne Hall
Brian Smith
Carolyn Rawle
Diane Lambropoulos
Rod & Helen Badrick
Helen Lawrence
Deb Lawrence
Ken Priddy
Ken Fraser
Cherryl Maslen
Denise Morris
Wendy Andrews
Colin Dunford
Margaret Pukinger

Elsie Tutt
Karen Phillips
Lorna Parry
Meredith Lord
Russell Pool
Theresa Maskell
Peter Scanlon
Jan Limb
Rod Croxford
Tanya Stepanov
Len Schofield
Barry Grace
Barbara Smith
Maxine Regan
Ron Bailey
Carol Browning
VRC Committee & helpers

ENTERTAINERS ONLY ↗

Beth Grover
Clive Bell
Bernie Poleman
Bruce Tulloch
Caroly Tulloch
Steve Muratori

Wayne Pivac
Barry Trace
Diane O'Keefe
Micheal Ingberg
Janette Barns
Christa & Bay Singers

THANKYOU TO OUR SUPPORTERS

Hervey Bay RSL

Fraser Lions

Electrosafe

GCDE

Scarness Plumbing

Deanos Window Cleaning

Universal (Choices Flooring)

Andrew's Air Conditioning

Art By Rebecca Jane

Centra

Pride Aged Living

Health Generation

HBW-Hervey Bay Wholesalers

Wide Bay Air Conditioning

Wide Bay Counselling

Reward Hospitality

Fraser Coast Cleaning supplies

SSS Australia

Aidacare

Kuwungan Meats

Ace Blind Cleaning & Repairs

Allstrong Locksmiths &
Security

Automated Security

Bin King

Hopgood Ganim Lawyers

Hervey Bay Cabinet Craft

Poolwerx

Blueforce

THANK YOU TO **THE TEAM**



We extend our heartfelt thanks to the entire team at Torbay for their outstanding work, unwavering dedication, and professionalism throughout the past 12 months. Their commitment to excellence, resilience, and compassionate care has been the foundation of everything we have achieved together. We simply could not have reached these milestones or delivered high-quality outcomes for our residents without the incredible efforts each and every one of them puts in every single day. Thank you for your continued passion and teamwork—it truly makes all the difference.

EMPLOYEE MILESTONES

5 Years

Suzanne Evans
Melissa Schofield
Susmita Pudasaini
Bishu Lama
Ranjita Kharel
Hannah Tooth

10 Years

Sharon Lee
Jeffrey Morris
Janet Covill
Leroy Kruger
Govinda Jones
Wendy Comer

20 Years

Cheryl Alexander
Janet Mearns

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