



Ringwood Area Lions Aged Care Inc.

Annual Report 2025

(Abridged version)

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(v3F Abridged)

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Abridged version of Annual Report 2025

This is an abridged version of our Annual Report 2025. A complete version of our Annual Report including the entire audited Financial Report 2025 is freely available from the RALAC website.

About RALAC

Ringwood Area Lions Aged Care Inc (RALAC) is a proud community based NFP providing affordable community housing or specialist residential aged care to 130+ elderly or vulnerable people in our community. We operate across three sites in Ringwood:

- Lionsbrae Hostel, our 69 bed specialist homeless residential care home at 29 Everard Road, Ringwood East, 3135.
- Wilana Village, our smaller community housing village, providing affordable housing in 13 comfortable Independent Living Units at 25 Wilana Street, Ringwood, 3134.
- Lionswood Village, our larger community housing village, providing affordable housing in 49 comfortable Independent Living Units and bedsits at 1 - 9 Kirk Street, Ringwood 3134.

RALAC is one of only 26 accredited specialist homeless residential aged care providers in Australia. This specialist accreditation from Department of Health, Disability and Ageing means that Lionsbrae receives additional funding from the Commonwealth Government and is able to provide additional supports and services to all our residents, regardless of their age, wealth, or background. We embrace all our residents, be they younger adults, older adults, NDIS participants, or individuals previously living in insecure housing or experiencing some form of homelessness.

Our community housing at Lionswood and Wilana is focused on providing permanent, comfortable and affordable community housing for vulnerable people aged over 55, and increasingly we are responding to the increasing trend of homeless older single women. We also liaise with Uniting to provide much needed crisis and short-term accommodation.

We are governed by a skills-based Board comprising elected honorary directors.

We value our 120+ staff and volunteers and recognize that our high standard of care and service is only achievable through a committed and engaged workforce.

RALAC's heritage stems back to 1963 with the opening of the Lionswood Village affordable housing site in Kirk Street, Ringwood. Later in 2003, three regional Lions clubs merged their respective community housing and aged care services to create *Ringwood Area Lions Aged Care Inc.* and "RALAC" was born.

RALAC's vision and mission

RALAC will strive to provide quality care, services and accommodation to the elderly and most vulnerable in our community.

Organisational values

RALAC's organisational values drive what we do and who we are. Encapsulated in four uncomplicated notions that collectively guide our decisions, conduct and commitment to residents.

They are:

- Live simply
- Love generously
- Care deeply
- Speak kindly

Chairman's report

2025 has been a rewarding year, with good progress made on several fronts.

Operationally, improvements to core processes and systems, enabled by excellent staff work and by changes to the government's funding model, have continued, delivering efficient and effective operational processes while retaining our usual resident-centric approach to all that we do.

Strategically, under the leadership of our CEO Chris Reside, we now have a comprehensive Strategy document, approved by the Board, and good progress is being made. The biggest strategic challenge remains our need to secure government grants to enable significant development work to proceed to modernize our ageing building stock.

With respect to governance, our key Committees, namely our Clinical Care Advisory body and our Finance and Risk Management (FARM) Committee have been busy and are essential in enabling strong finances and compliant, compassionate clinical care.

In 2025 we have continued to refresh our Board, and have welcomed Phil Turner (former Director City Development and Director Strategy and Community at the Maroondah City Council), Eliza Armstrong (with her strong nursing background and deep understanding of the VAD (Voluntary Assisted Dying) legal environment and best practices) and Stacey Swindon (who brings experience in Occupational Therapy, aged care services, and contemporary information systems and processes). Thanks to all the Directors for the contributions they make.

Based on our surveys and correspondence from residents and their families, our residents are satisfied with the care they receive at Lionsbrae, Lionswood and Wilana. We believe that we enable all our residents to live their lives in a safe, caring environment.

Our commitment to our residents remains firm, and we will certainly continue our Mission to serve the elderly and most vulnerable in our community. We remain committed to specialist residential aged care and affordable community housing, which are key economic and social infrastructure for Australia. We have an important role to play for the benefit of the whole community.

Finally, the Board wishes to express its best wishes to the residents of all our sites, and their families, for their ongoing support for our staff and volunteers during the past year, and for the contributions you all make to this organisation.

Clive Mullett
Chairman

Treasurer's report

During the financial year ended 30 June 2025, the operations of the Association generated a net operating surplus of \$1,115,577 as compared to \$1,043,154 in the year ended 30 June 2024. This is an increase of 6.9% but almost half of that is attributed to community housing, that generated an operating surplus of \$18,107 as compared to an operating loss of \$12,637 in 2024. The balance is attributed to residential care, reflecting movements in various income and expenses, none of which warrant highlighting.

While operating profitably is an essential element for long term sustainability of the Association, the higher levels of funding that are now being received has allowed Lionsbrae to engage additional staff and further improve the delivery of care to residents. In this context, care extends well beyond physical care to include broader quality of life considerations, such as the quality of meals, activities etc. and the Association will continue to look for ways in which additional funding can be invested into the quality of life for residents. The Association is also looking at redevelopment opportunities for its now ageing buildings and the accumulation of surpluses will assist with funding for that, when the opportunity arises.

Net cash flow for the year was \$1,652,628 positive including \$677,131 in investment income from the Association's investment portfolio. The balance arises from a combination of the operating surplus, the difference between depreciation (\$744,003) and capital expenditure (\$367,114), net RAD receipts (\$415,000) and net movements in amounts receivable and payable at the end of the year as compared to the equivalent amounts at 30 June 2024. A further \$534,765 was also invested into the Association's investment portfolio.

The Association continues to hold an investment portfolio and since its inception in March 2020, the portfolio has generated an average return of approx. 6.78% per annum.

The Association held \$3,744,286 (2024, \$3,350,884) in refundable accommodation deposits (RADS) as at 30 June 2025. As the Association is required to repay a RAD within 14 days of the departure of a resident (or 14 days after the provision of probate for a deceased resident), the total value of these funds is recorded as a current liability in the Statement of Financial Position. In practice, when a RAD paying resident leaves, they are often replaced with another RAD paying resident. Historically, the balance tends to sit in a range of \$3.0 to \$3.5 million (the 2025 balance is higher than this but may not be maintained), which means that the majority of those liabilities are in practice non-current but are unable to be reported as such under accounting standards.

There were related party transactions with a member of the executive team during the year. These transactions were on commercial terms and benefited the Association. Details can be found in Note 19 of the Financial Report.

A key challenge for the Association over the next few years will be to source capital funding to upgrade or redevelop the buildings at both Lionsbrae and Lionswood. In addition to accumulated surpluses referred to above, State and/or Federal funding and/or philanthropy will be essential for both projects.

The new Aged Care Act (Aged Care Act 2024) came into effect 1 November 2025. The Board and executive are currently of the opinion that there will be no material impact on the financial performance of the Association as a result of the new legislation.

I would like to thank Allan Tribe, Corporate Services Manager and his team for their continued high standard of work and dedication to the financial management of RALAC throughout the year. I would also like to thank Loreta Siciarz, Carolyn West and Eliza Armstrong as members of the Finance, Audit and Risk Management (FARM) Committee for their work and support during the year.

Raymond Noble
Treasurer

CEO's report

It is a pleasure to present my 2025 CEO's report.

This year marks a pivotal time for our small community organisation as we plan for our future, consolidate our role as a specialist aged care provider, and embrace the once in a generation reform of aged care in Australia. Meanwhile of course, our commitment to RALAC's Mission to care for the elderly and most vulnerable remains unwavering.

Planning our future

Given the reform of Australia's aged care sector, it was timely for the Board and Executive Team to invest much time updating the RALAC strategic plan. Two key aspects of the strategic plan include: (a) planning for the eventual redevelopment / replacement of our ageing buildings at Lionswood and Lionsbrae; and (b) anchoring RALAC as a leading specialist homeless residential aged care provider.

Australia's aged care reform

Australia's aged care system has undergone its most significant overhaul in decades, driven by the findings of the Royal Commission into Aged Care Quality and Safety (Oct 2018 – March 2021) and the Federal Government's subsequent introduction of the rights-based *Aged Care Act 2024*, which officially commenced on 1 November 2025. RALAC welcomed the Royal Commission as a generational opportunity to review a challenged and underfunded the aged care system, and we embrace the person-centered care rights-based philosophy embedded in the new Act.

Ultimately, these reforms aim to create a modern, sustainable aged care system that prioritizes rights, transparency, and quality. To us, they complement our Mission to serve the elderly and most vulnerable within our community.

Advocacy and sector engagement

As in recent years, 2024 / 2025 again saw RALAC engage with peak bodies, governments and other specialist homeless providers as we advocate for our current and future residents, and particularly for: (a) younger people (aged 50+) experiencing homelessness or insecure housing, who may want to access specialist residential care; and (b) older people living with social or financial disadvantage.

I also want to give special recognition to the Tapestry Group and its members. Tapestry is an informal collaboration of smaller, not for profit, aged care providers based predominantly in Melbourne's eastern suburbs. We share information, support each other, and collaborate on many things such as training, software implementation, purchasing, and information sharing, and several RALAC staff also participate in Tapestry *Special Interest Groups*. Today there are eleven members of our Tapestry Group: Basscare, Donwood, Olivet Care, Glengowan Village, AdventCare, Baxter Village, Manna Care, Lynden Aged Care, Emmerton Park (Tas), Eva Tilley Memorial Home and RALAC.

Good governance

RALAC is well governed by an elected, skills-based Board which is responsible for the overall governance, management, culture and strategic direction of the organisation. Our dedicated Board meets at least 11 times per year to consider a comprehensive agenda addressing all aspects of our service, and supports / challenges the CEO and executive team as they manage the daily operations of our organisation.

In a big year, some more notable aspects of the Board's work was to:

- Adopt and update its Strategic Plan
- Adopt and update a formal Instrument of Delegation to officers
- Conduct a quarterly risk and strategy Board meeting
- Complete numerous aged care and good governance training modules
- Complete a review of the RALAC investment policy

- Review the Terms of Reference for its subcommittee
- Approve the development of a new RALAC Constitution and Board Charter
- Oversee the RALAC Risk Management Framework and establish a process for all risks to be regularly reviewed
- Regularly review the RALAC conflict of interest register
- Approve the RALAC operating budget and capital works budget.

The Board also continues its practice of holding two full day Planning & Development Forums (P&DF) annually, one of which also included directors of RALAC Community Housing Ltd (a wholly owned subsidiary of RALAC.) Planning & Development Forums are important events on the Board's calendar and provide the forum for the Boards to receive presentation from external consultants or stakeholders and consider larger strategic planning matters.

The table below lists our Board directors (for all or part of the year) and their respective lengths of service.

Directors (In order of length of Board service)	Year appointed to Board	Years service at 2025 AGM
Grant Moss (Retired 20 November 2024)	2004	20
Wendy Rowles	2012 / 2013	12
Clive Mullett (Previous service 2010 / 2011 to 2014 / 2015)	2017	8
Carolyn West	2018	7
Loreta Siciarz	2019	6
Ray Noble	2020	5
Jennifer Walsh	2022	3
Anne Jungwirth	2022	3
Eliza Armstrong (Appointed 2 March 2025)	2025	1
Stacey Swindon (Appointed 2 March 2025)	2025	1
Phillip Turner (Appointed 2 March 2025)	2025	1

It takes a team...

RALAC enjoys a stable workforce of about 117 staff across a wide range of occupations, trades and professions, and as shown in the Staff *snapshot* below our average length of service across of all staff is a healthy 4.59 years.

I cannot overstate my gratitude to my RALAC staff and all our fabulous volunteers. You truly do live the RALAC's Mission and I could not be prouder of you.

Thanks also to my executive team for their support, passion, trust and commitment. A remarkable group of people, namely:

- Cathy Hallett, General Manager Operations
- Mal Taylor, Residential Services Manager
- Allan Tribe, Corporate Services Manager
- Lyn Kleehammer, Quality & Governance Manager.

To the RALAC Board chairman Mr Clive Mullett and directors of the RALAC Board, we are fortunate indeed to be governed by such a dedicated and effective body. Thank you.

Similarly, my great thanks go to the directors of RALAC Community Housing Ltd as they bring a wealth of skills and experience to the development and governance of RCH.

Regards,

Chris Reside
CEO

Lionsbrae resident satisfaction snapshot

We continue to rely heavily on resident and family feedback to guide our services and every monthly resident meeting starts with me repeating the truism that “*all* feedback is good feedback: so if we’re doing something you like, then tell us. And if we’re doing something you don’t like or want us to do something different, then tell us faster!”.

Our main 2025 resident satisfaction survey was conducted in August 2025. It collected feedback from residents and their representatives about their experiences living at Lionsbrae. All responses were anonymous. Of the 62 surveys distributed to residents or their representatives, 42 were completed, giving a response rate of 68 per cent.

Summary

The 2025 resident survey again showed a high level of satisfaction across most areas, with residents consistently highlighting independence, supportive staff, a safe and welcoming environment, and enjoyable activities as major strengths. Compared with 2024, engagement in care planning and understanding of rights and responsibilities have improved significantly, reflecting effective communication, strong on boarding, and ongoing involvement of residents in decisions affecting their care.

Safety and security remain standout features, with the majority of residents feeling confident and protected in their home. Communication about events and activities has also improved, helping residents feel more informed and engaged. Staff availability and approachability continue to be valued, though a slight decrease in percentage.

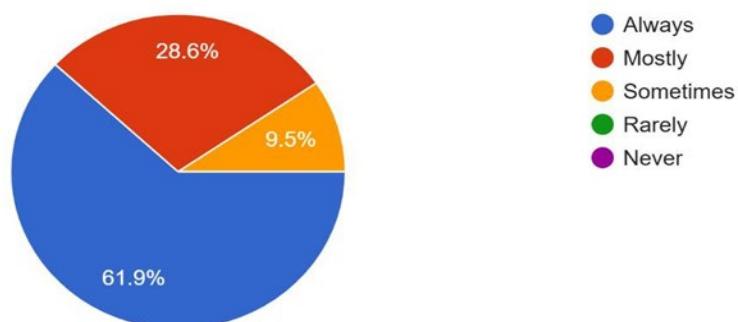
Areas for improvement are primarily focused on the dining and meal experience, where residents expressed a desire for more variety and menu accuracy. Expanded lifestyle programs and more frequent community outings were also noted as opportunities to enhance resident satisfaction.

Overall, the survey reflects a largely positive resident experience, with clear strengths in independence, care, safety, and staff support, while also identifying actionable areas to further enrich daily life and engagement within the home.

Feedback provided was reviewed by the CEO and Executive Team and considered by the RALAC Board. Trends will be actioned through our Continuous Improvement process and specific suggestions will be entered onto the feedback register.

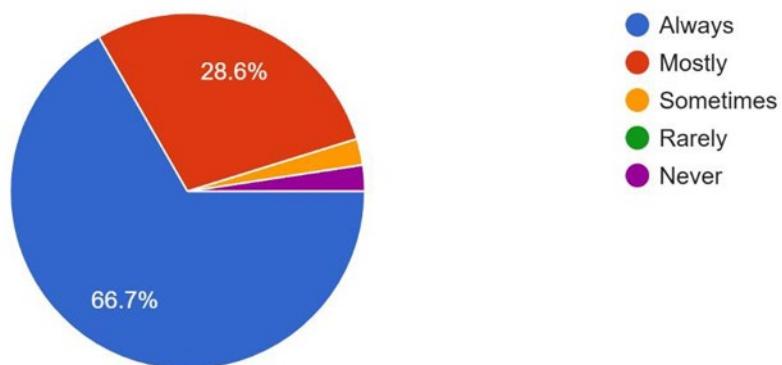
I participate in planning my care.

42 responses



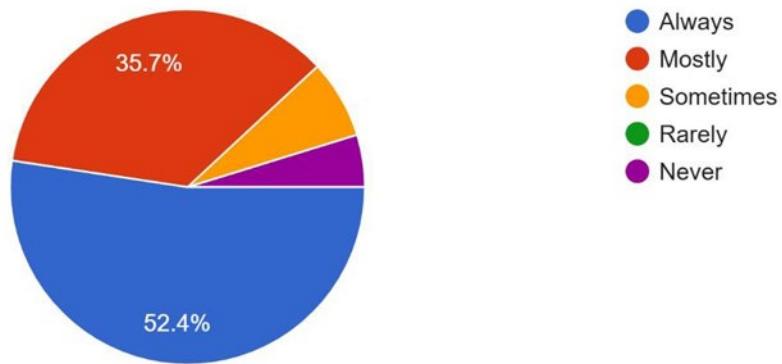
I understand my rights and responsibilities as a Lionsbrae resident.

42 responses



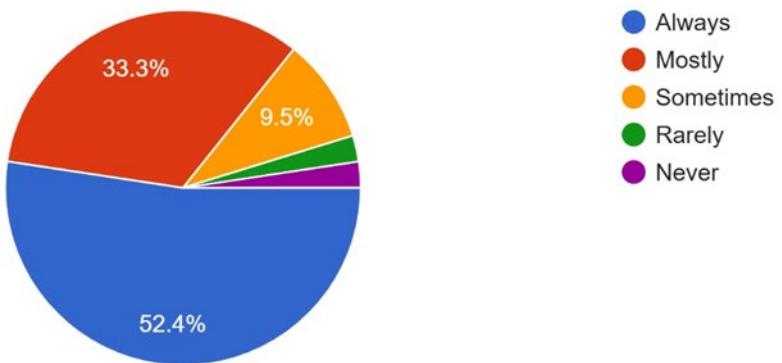
I think Lionsbrae is well run.

42 responses



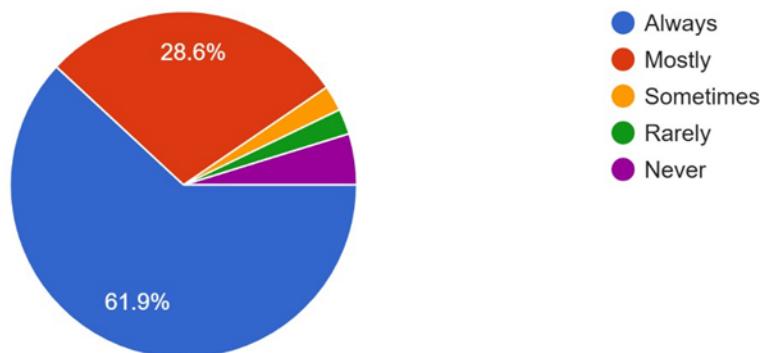
I am satisfied that Lionsbrae staff are available to me and explain things to me.

42 responses



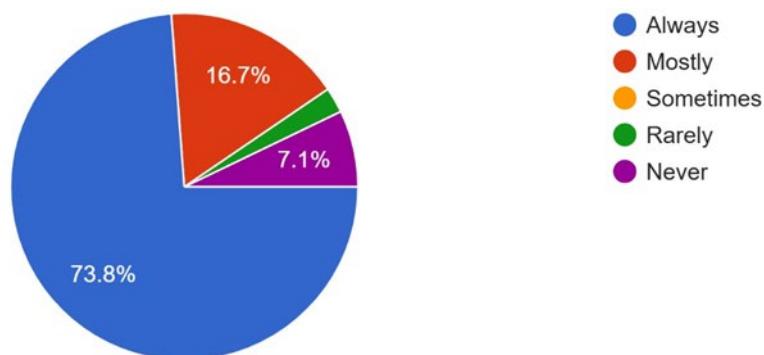
I receive enough information about what is happening at Lionsbrae.

42 responses



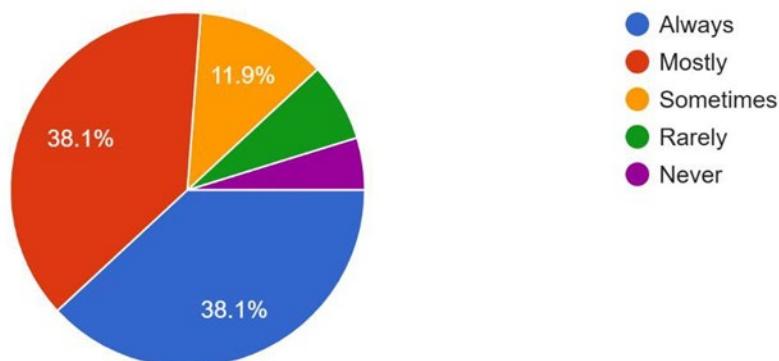
I would recommend Lionsbrae to a friend or family member.

42 responses



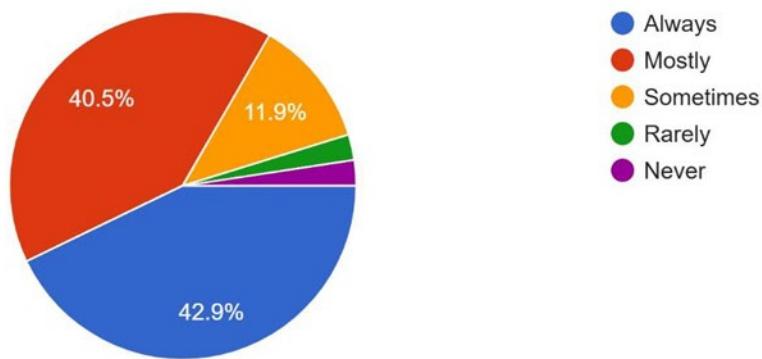
I find the dining experience enjoyable.

42 responses



I find the meals are appetising and flavoursome.

42 responses

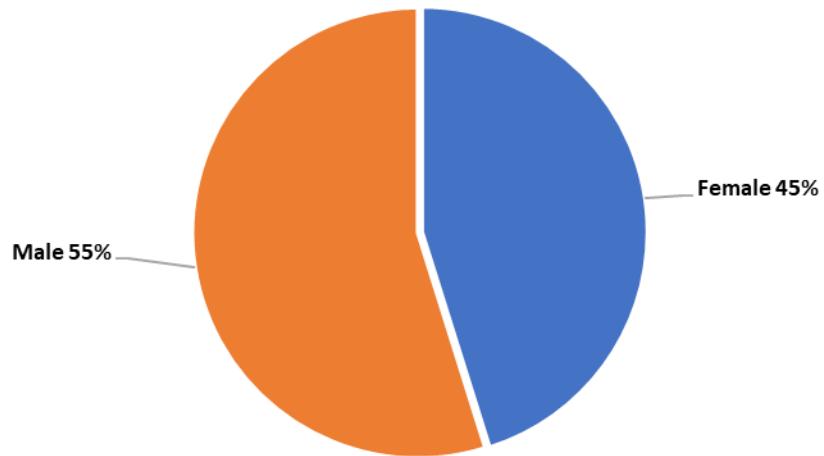


Some of the resident feedback offered in our most recent resident satisfaction survey included these resident responses to the question: *What is the best thing about Lionsbrae?*

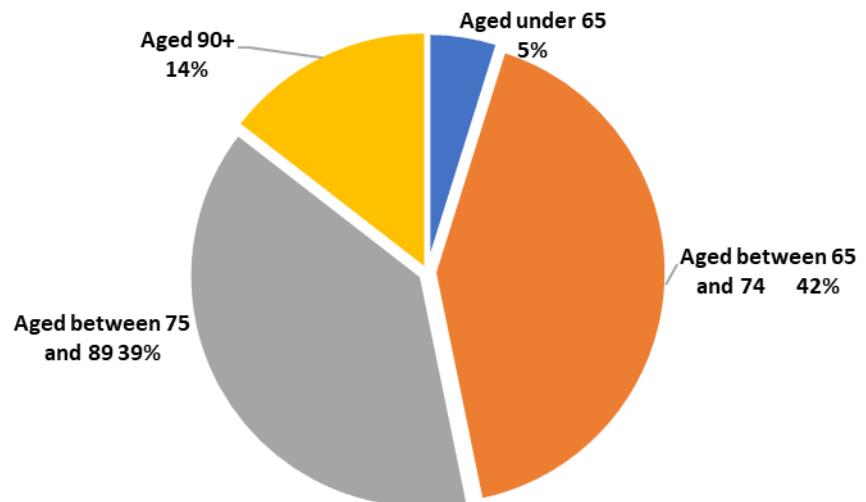
- My independence
- I like my meals at Lionsbrae
- I was restricted in my last place. I feel very independent here
- I live next door to my best friend
- Privacy the extra help when offered by the Specialist Support Officer
- Staff are wonderful
- It is the freedom I have it is very important time. When I need them, they are always there
- It's casual here
- I am welcome here
- Friendly staff I can chat to!
- Friendly, helpful, supportive staff
- I like my independence, I feel free
- It is homely, friendly
- I have my independence here
- Lionsbrae enables me to have an active life despite my disability and supports my NDIS health and wellness program
- Lionsbrae is a caring environment, the Management and staff are all lovely and attentive to my mother, I am updated with any concerns, and any issues are acted on promptly. This is a great place for those in their later years.

Lionsbrae resident snapshot

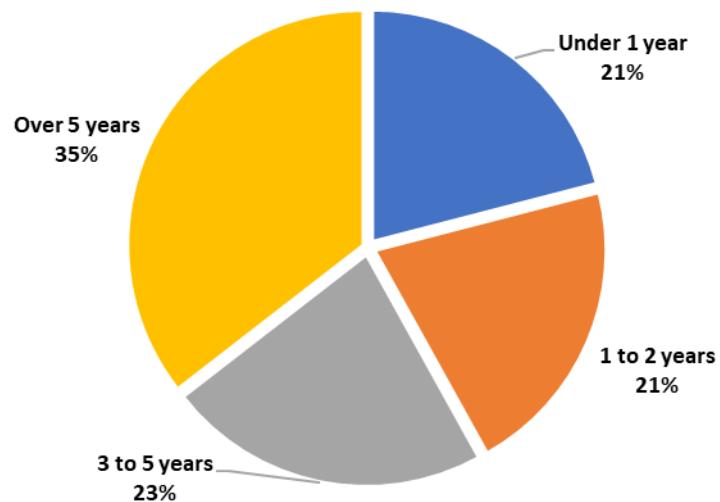
Lionsbrae residents - gender mix at 30 June 2025



Lionsbrae resident age mix at 30 June 2025

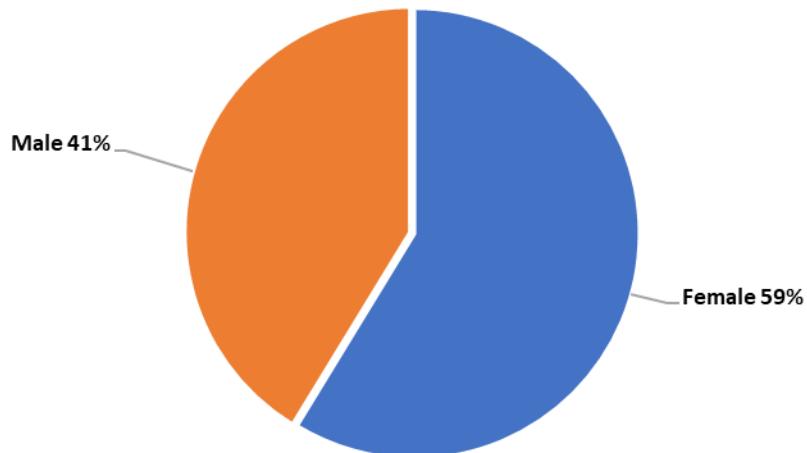


Lionsbrae residents - length of residency at 30 June 2025

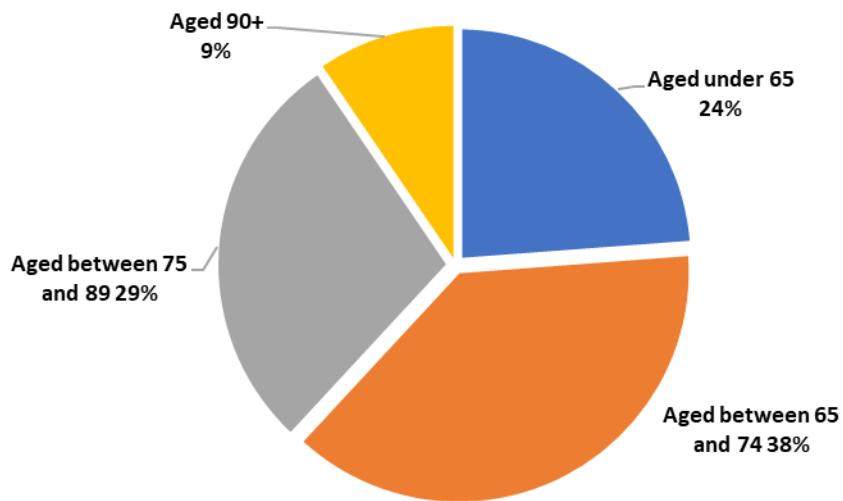


Lionswood and Wilana tenant snapshot

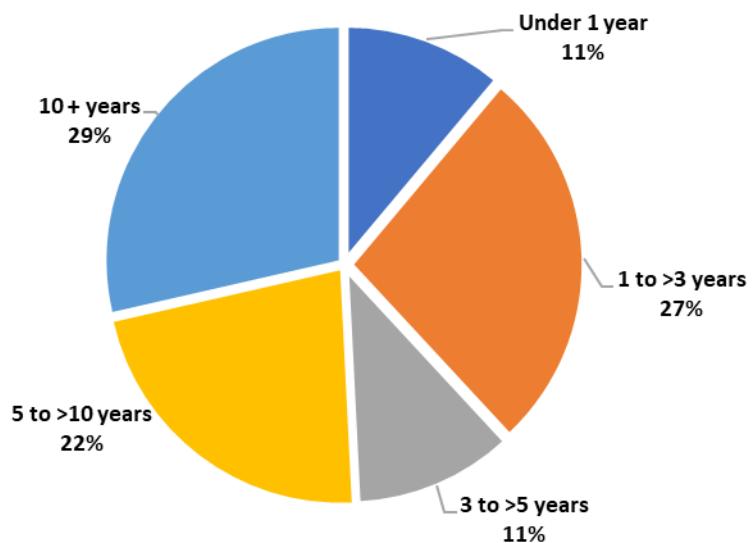
Community housing - gender mix as at 30 June 2025



Community housing tenants - age mix at 30 June 2025

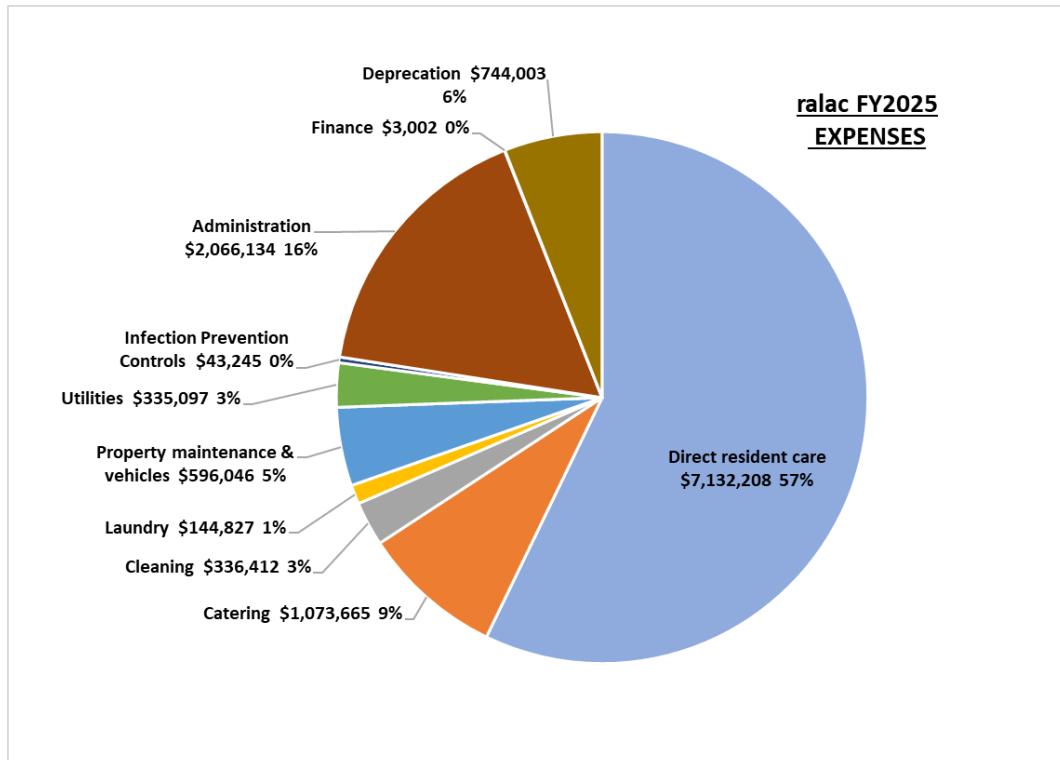
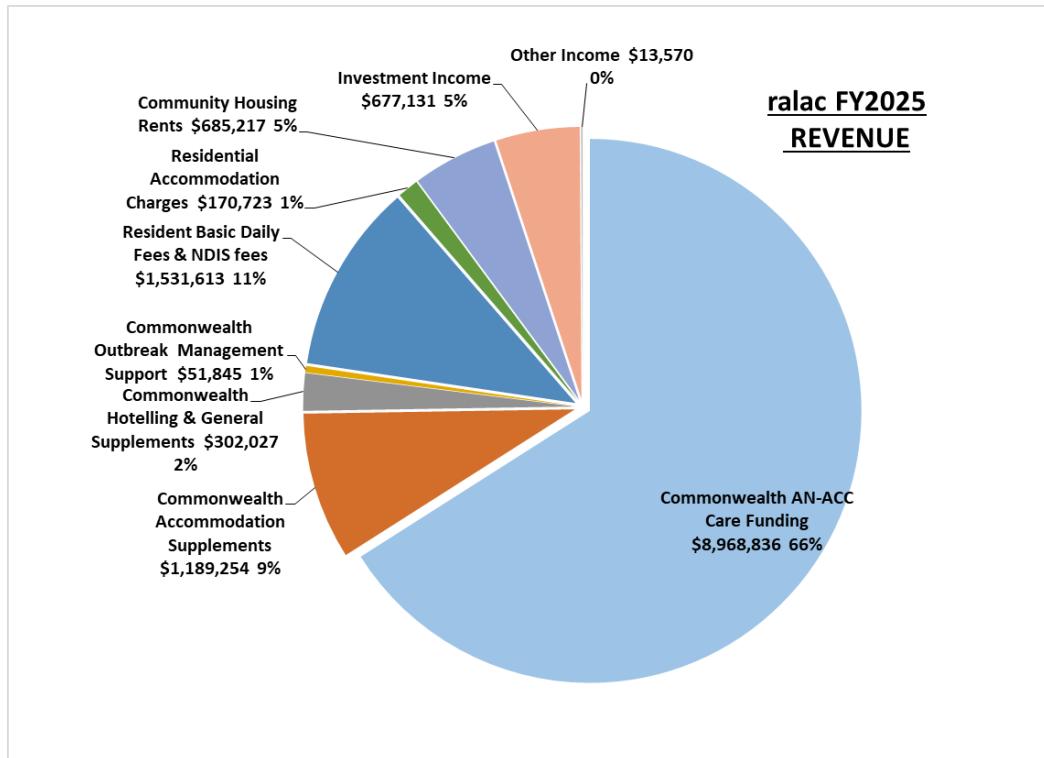


Community housing tenants - length of tenancy (June 2025)



Revenue and expense snapshot

The following charts provide a breakdown of RALAC's income and expenses for the 2024 / 2025 year.



Staff snapshot

RALAC enjoys a stable workforce of about 117 staff across a wide range of occupations, trades and professions, and as shown in the snapshot below our average length of service is a healthy 4.59 years.

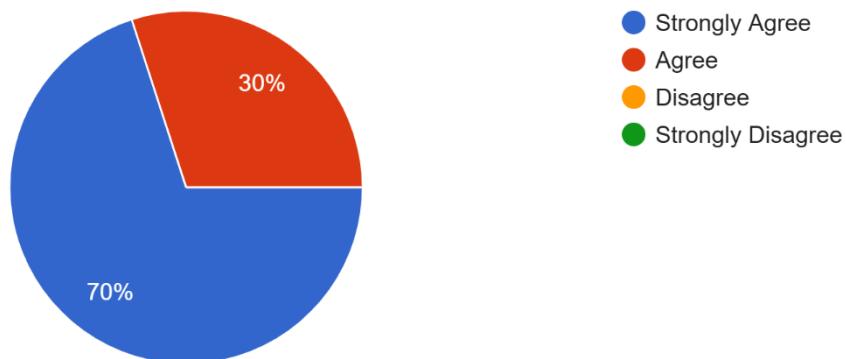
Also consistent over several years is that we remain stable at about 74 per cent of our staff being permanent employees (fulltime or parttime) and the remaining 26 percent being casual staff. This proves to be a healthy staffing mix giving us workforce flexibility while also satisfying the preference of those staff who prefer the flexibility and higher casual pay rate afforded by casual work, as opposed to the formality and accrued entitlements of a permanent employment contract.

I'm also pleased to note that staff satisfaction remains high. As shown below our staff overwhelming like working for RALAC, are wedded to our Mission, and would recommend working at RALAC to their friends and family. This is welcome news because I truly believe that if our staff are committed to our Mission, feel valued, and are happy and smiling on the floor, then as a general rule, the quality of our holistic resident care will take care of itself.

The following charts reflect the anonymous responses in our principal 2025 staff satisfaction survey. The responses are overwhelmingly positive however we cannot rest on our laurels, and the CEO and Executive Team readily acknowledge that we can always do more to make RALAC an even better place to work.

I am proud to work for ralac

60 responses



2025 (60 respondents): **Strongly Agree - 42(70%); Agree - 18(30%)**

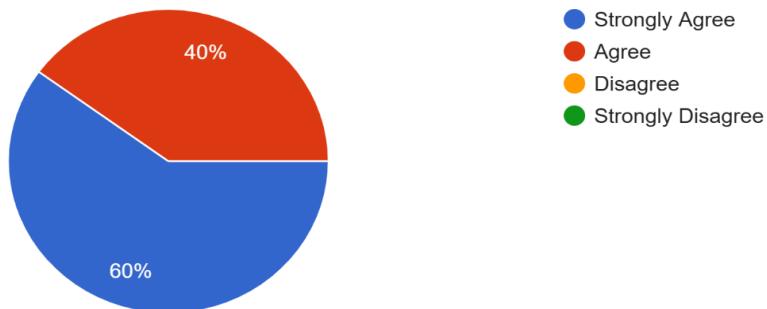
2024 (62 respondents): **Strongly Agree - 35(56.5%); Agree - 27(43.5%)**

Some comments:

- Great place to work
- Lovely residents and staff
- Great team here that support one another
- Yes, Ralac is very nice place to work in so many ways.
- Work-Friendly environment

Generally, I enjoy my work

60 responses



2025 (60 respondents): **Strongly Agree - 36(60%)**; **Agree - 24(40%)**

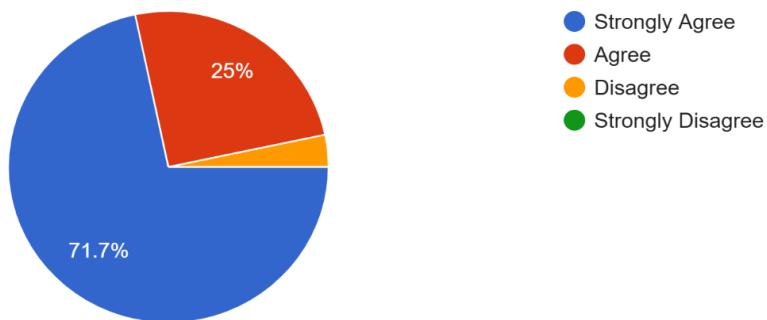
2024 (62 respondents): **Strongly Agree- 31(50%)**; **Agree - 31(50%)**

Some comments

- I enjoy making a positive impact on the residents
- Happy working in ralac
- Love to be of service
- Yes, I can see myself working for many more years as a staff in Ralac

I would recommend ralac as a great place to work

60 responses



2025 (60 respondents): **Strongly Agree - 43(72%)**; **Agree - 15(25%)**; **Disagree - 2(3%)**

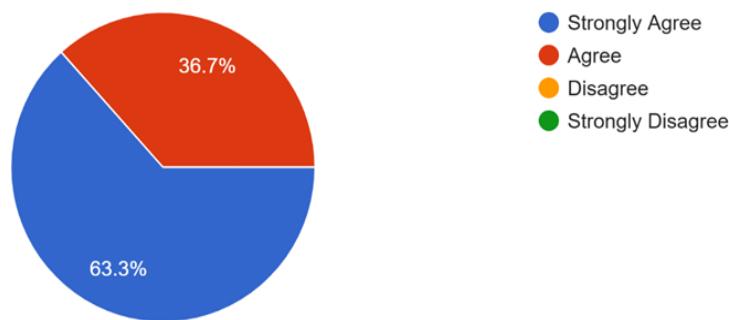
2024 (62 respondents): **Strongly Agree - 36(58.1%)**; **Agree - 26(41.9%)**

Some comments:

- Great culture
- Always Support staff
- Yes, I strongly agree, and I have recommended so many staff to join Ralac, and I think they are also happy after joining Ralac

I receive the education and training I need to do my job

60 responses



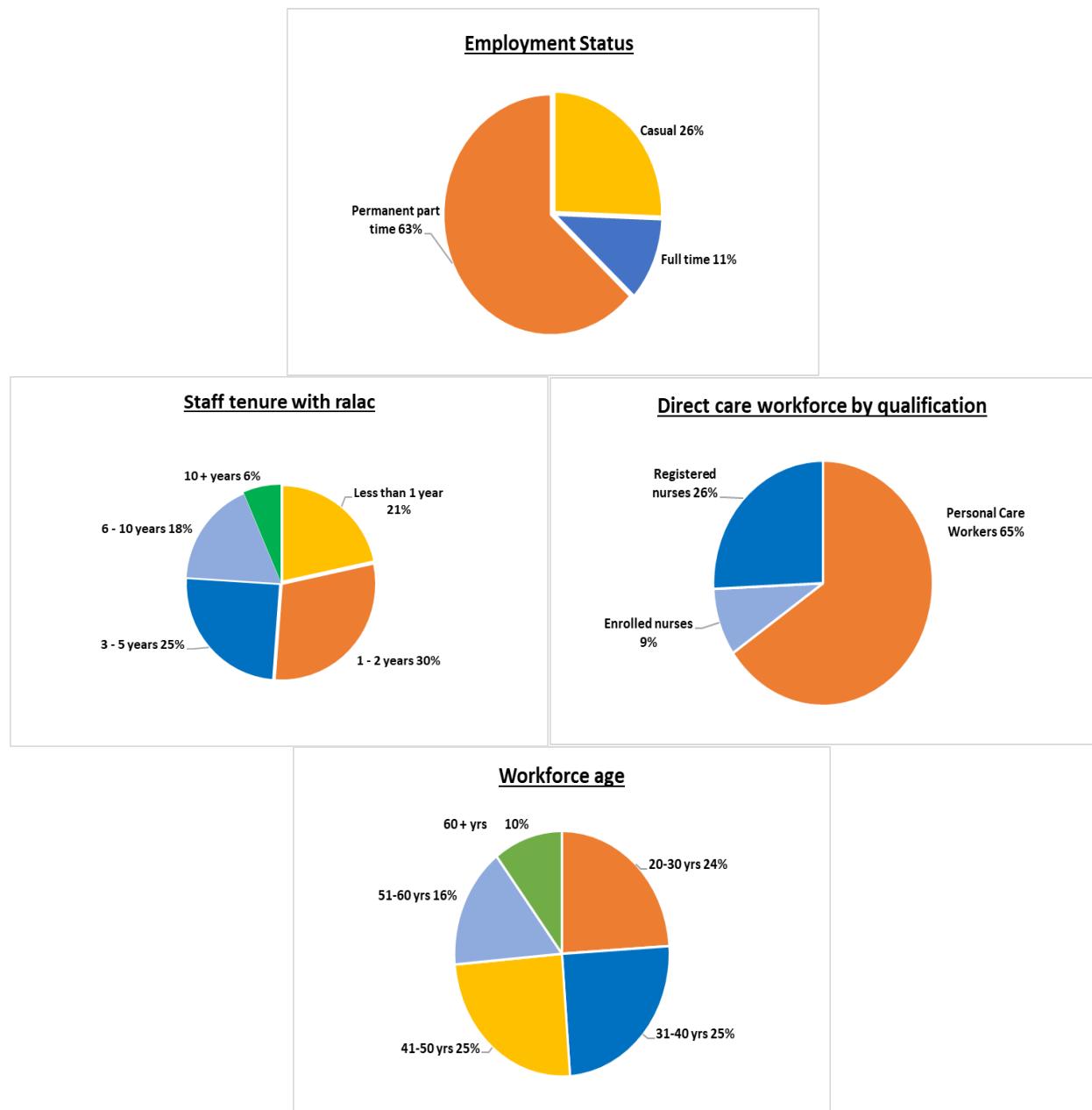
2025 (60 respondents): **Strongly Agree** - 38(63%); **Agree** - 22(37%)

2024 (62 respondents): **Strongly Agree** - 37 (59.7%); **Agree** - 23 (37.1%); **Disagree** -2 (3.2%)

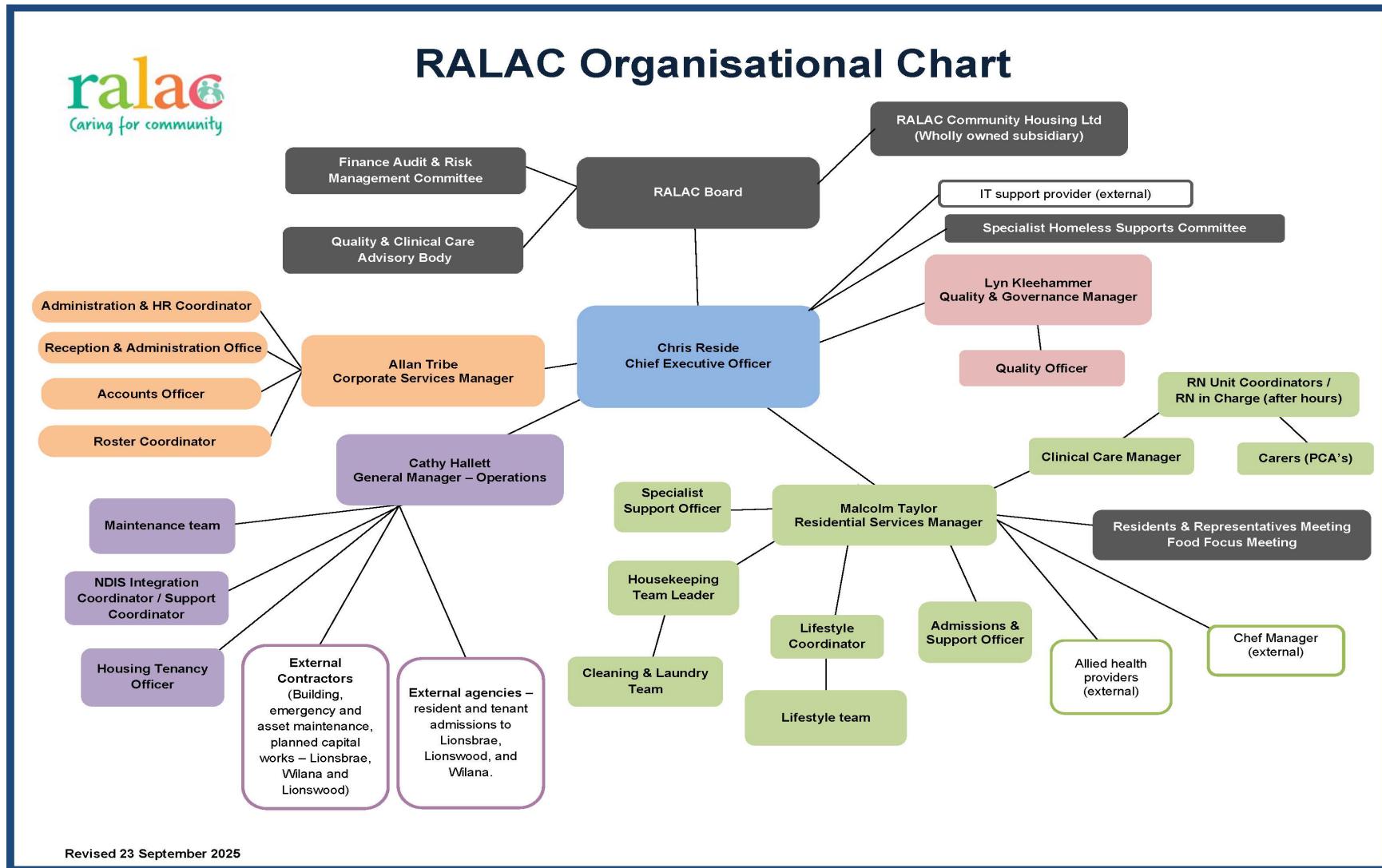
Some comments

- We have online training, mandatory training
- It's great to be enrolled in relevant courses
- Yes, there are many educational videos and courses

The following charts provide a high-level overview of our 117 staff who collectively have an average of 4.59 years of service.



Organisational chart



Financial Report 2025 (extract only)

This is an abridged version of our Annual Report 2025. A complete version of our Annual Report including the entire audited Financial Report 2025 is freely available from the [RALAC website](#).

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RINGWOOD AREA LIONS AGED CARE INC A.B.N 82 007 762 018

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 \$	2024 \$
OPERATING INCOME			
Revenue	2	13,590,216	12,155,837
OPERATING EXPENDITURE			
Depreciation and amortisation expenses		(744,003)	(761,563)
Employee benefits expense		(8,900,672)	(7,718,764)
Occupancy expenses		(792,342)	(713,157)
Other administrative expenses		(728,567)	(576,951)
Resident expenses		(1,306,053)	(1,331,925)
Interest expense		(3,002)	(10,323)
		<u>(12,474,639)</u>	<u>(11,112,683)</u>
NET SURPLUS FOR THE YEAR		<u>1,115,577</u>	<u>1,043,154</u>
Other Comprehensive Income			
Items that will not be reclassified subsequently to profit or loss			
Fair value movements on investments held at fair value through other comprehensive income		235,822	212,902
Total other comprehensive income for the year		<u>235,822</u>	<u>212,902</u>
Total comprehensive income for the year		<u>1,351,399</u>	<u>1,256,056</u>

The accompanying notes form part of these financial statements.

RINGWOOD AREA LIONS AGED CARE INC
A.B.N 82 007 762 018

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2025

	Note	2025	2024
		\$	\$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3	5,848,675	4,196,047
Trade and other receivables	4	330,272	338,502
Other current assets	5	207,636	165,959
TOTAL CURRENT ASSETS		<u>6,386,583</u>	<u>4,700,508</u>
NON-CURRENT ASSETS			
Other financial assets	6	8,854,868	8,084,281
Property, plant and equipment	7	8,811,662	9,188,551
TOTAL NON-CURRENT ASSETS		<u>17,666,530</u>	<u>17,272,832</u>
TOTAL ASSETS		<u>24,053,113</u>	<u>21,973,340</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	8	4,385,549	3,875,815
Provisions	9	1,022,942	887,323
TOTAL CURRENT LIABILITIES		<u>5,408,491</u>	<u>4,763,138</u>
NON-CURRENT LIABILITIES			
Unearned income	10	237,424	250,624
Provisions	9	335,026	238,805
TOTAL NON-CURRENT LIABILITIES		<u>572,450</u>	<u>489,429</u>
TOTAL LIABILITIES		<u>5,980,941</u>	<u>5,252,567</u>
NET ASSETS		<u>18,072,172</u>	<u>16,720,773</u>
EQUITY			
Financial assets reserve		669,888	434,066
Retained earnings		<u>17,402,284</u>	<u>16,286,707</u>
TOTAL EQUITY		<u>18,072,172</u>	<u>16,720,773</u>

The accompanying notes form part of these financial statements.

This is an abridged version of our Annual Report 2025. A complete version of our Annual Report including the entire audited Financial Report 2025 is freely available from the RALAC website.

V3F Abridged

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