



# Annual Report FY24/25

An extraordinary year.



**Southern  
Cross Care WA**

Your extraordinary starts here.

[scrosswa.org.au](https://scrosswa.org.au)



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A message from the Board Chair and Chief Executive Officer

# Southern Cross Care (WA) Inc. (SCCWA)

**Over the past year, we have continued to deliver on our purpose of helping people live meaningful lives, connected to communities. Our focus on compassionate, person-centred care has remained consistent, and FY24/25 has been a year of purposeful progress, continued learning and forward planning.**

This year marked the midpoint of our Strategic Directions 2023-2027. We shifted from building internal foundations to delivering tangible progress across all five strategic pillars. We launched our Consumer Engagement Framework, providing clear guidance to ensure that the voices and experiences of our clients, residents and families remain central to our work. We also strengthened our approach to information governance, introducing our new policy and document management platform, Prompt, which has already improved employee access to essential information.

A key milestone this year was the launch of our new brand identity, an authentic and modern expression of who we are and what we stand for. The new brand reflects our Catholic heritage with the Knights of the Southern Cross and our direction for the future. More than a visual update, it reinforces our commitment to recognising what matters most to each person we support.

Our people are critical to everything we do. Through our People Strategy 2023-2025, we have continued to invest in leadership, cultural safety, professional development and inclusion. The rollout of our Extraordinary Leadership Program, ongoing work on our Capability Framework, and focus on diversity and wellbeing have supported a more connected and confident workforce.

Our transition to a single enterprise agreement has also made employment conditions simpler and more consistent.

This year, we developed our first Reconciliation Action Plan (RAP), marking a formal step in our commitment to reconciliation. Developed through consultation, including engagement with Aboriginal artists and community members, the RAP lays the foundation for culturally safe care and respectful relationships.

We also progressed major projects in our capital development pipeline. The completion of the Functional Brief will inform the design of future residential care homes. Together with the Service Plan and Model of Care, we now have a clear direction for delivering care environments that are modern, inclusive and better aligned with the real-life experiences of those living in aged care. Future developments will help us meet future demand while maintaining high standards of comfort, dignity and connection.

SCCWA remains focused on preparing for sector reform. Ahead of the introduction of the new Aged Care Act in November 2025, we have updated our systems and invested in employee capability to support compliance and quality. The rollout of the Sandwai platform in home care, combined

with training and ongoing work in clinical governance, ensures we are well-positioned to meet the updated requirements.

We also took important steps in strengthening our ethical responsibilities, including the development of our Modern Slavery Statement. We are committed to upholding human rights across all areas of our organisation, from the services we deliver to how we engage with suppliers and partners.

Ministry and mission continue to play a valuable role in our approach to care. Strengthening our Catholic identity has also been a focus, helping to ensure our values remain visible in the way we care for and support others. Our Pastoral Care and Volunteer programs, including No One Dies Alone (NODA), continued to reach more people this year, providing companionship and comfort at some of life's most challenging moments. These programs, along with the

introduction of a mission and ethos leadership role, reflect our long-standing commitment to whole-person care.

As we reflect on the past year, we thank our employees and volunteers for their commitment and care, our clients and families for their ongoing trust, and the Board and the Knights of the Southern Cross for their ongoing support and leadership.

We look ahead with confidence, knowing we are working together to build something extraordinary together.



**Tony Vis**  
Chair, SCCWA Board



**Clare Grieveson**  
Chief Executive Officer





Top L-R: John Chegwiddden, Paul Rossen, Tom Seeber.  
Bottom L-R: Elaine Pavlos, Tony Vis (Chair), Denise Glennon (Deputy Chair), Peter Evans.

## Our Board

At SCCWA, the Board plays a vital role in guiding the organisation with strong governance, strategic oversight and alignment to our values. Working in partnership with the Executive Team, the Board ensures SCCWA remains accountable to its purpose and committed to quality, compliance and sustainability across all areas of the organisation.

This year, we marked a significant milestone with the retirement of our Chair Brad Prentice, who faithfully served the SCCWA Board for 13 years, including nine as Chair. Brad's legacy of compassionate leadership and unwavering commitment has helped guide the organisation through both challenge and change, laying strong foundations for the future. We are deeply grateful for his outstanding contribution.

We welcomed Tony Vis as our new Chair in November 2024. Tony brings

more than 35 years of experience across board and executive leadership, with a background in health, aged care, disability services, insurance and corporate governance. His expertise and strategic vision are instrumental as we continue to grow and adapt.

We also welcomed Denise Glennon as Deputy Chair in November 2024. Denise is a practising geriatrician and non-executive director with over 20 years of clinical and governance experience in aged care and health services. Her focus on quality, safety and person-centred care strengthens our commitment to clinical excellence and person-led service delivery.

We extend our sincere thanks to all members of the Board for their leadership, service and dedication to our mission. Their guidance ensures that we continue to serve with integrity, faith and purpose, now and into the future.

## A message from the Knights of the Southern Cross (WA)

This year, I had the privilege of attending an oration by our Archbishop, delivered to a room of Executives and Leaders from the various missions of the Catholic Church across the Archdiocese.

In that oration, the Archbishop stressed, "The how of what we do, the who of the one in whose name we do what we do, and the why of what we do, are as important and as essential as the what."

This message is especially poignant in a year when SCCWA unveiled a refreshed brand identity. More than a visual update, the brand seeks to embody the who and why of our mission. At its heart is the motif of the cross—a visible sign of SCCWA's Catholic heritage, recalling the central mystery of Christ's self-giving love. It reminds us that in serving those in need, we participate in Christ's mission and encounter Him in the face of the poor, the vulnerable and the suffering.

Strengthening this mission-focused identity, we warmly welcome Rose Santoro to the role of Senior Manager Mission and Ethos. Rose will help foster the spiritual culture and advance the organisation's foundational charism, ensuring our values remain deeply rooted in our mission. We look forward to the initiatives she will lead over the coming years. I would also like to thank CEO Clare Grieveson for her visionary leadership in creating this role and for her dedication in securing someone of Rose's calibre to join the organisation.

We also take this opportunity to welcome Tony Vis, who has generously responded to the call to serve as Chair of SCCWA. Tony brings a wealth of experience to the Board, and we are

confident in his ability to help strengthen the organisation's mission and reach as a trusted Catholic healthcare provider in Western Australia.

We offer our prayers of gratitude to Tony, Clare, and the extraordinary Board, Executive Team, and employees of SCCWA for yet another grace-filled and purposeful year.

God bless.



**Kevin Clark**  
State Chairman  
Knights of the Southern  
Cross (WA)



# Executive Leadership Team

SCCWA is led by an Executive Leadership Team that combines strategic insight with a strong sense of purpose. The team is accountable for the organisation’s day-to-day operations, overall performance and the delivery of priorities set out in Strategic Directions 2023-2027. Their leadership supports financial discipline, sound governance, and continuous improvement, with people remaining at the centre of decision-making. Working collaboratively across services, the team delivers extraordinary care and meaningful connections for consumers.

## Clare Grieveson

Chief Executive Officer



Clare commenced as Chief Executive Officer in November 2021. She leads the Executive Team to deliver the organisation’s strategy, vision and values, supported by her extensive health leadership experience, a clinical background in speech pathology, Masters Degree in Health Services Management, and a Graduate Certificate in Leadership and Catholic Culture.

## Bret Campbell

Chief Financial Officer



Bret Campbell commenced in November 2021 as Chief Financial Officer. His team is responsible for financial reporting, systems and performance, emergency management, crisis response, business continuity, information and communications technology, risk and procurement functions.

## Kate Roberts

General Counsel and Company Secretary



Kate Roberts commenced as General Counsel and Company Secretary in August 2023. She is responsible for supporting the Board, implementing and maintaining best governance practices, and delivering legal services.

## Ian Nichol

Chief Property Officer



Ian Nichol commenced as Chief Property Officer in July 2022. He is responsible for SCCWA’s property portfolio and developments, strategic direction on assets and projects, and creating safe, high-quality environments for residents, clients and employees.

## Angela North

Chief People, Learning and Culture Officer



Angela North commenced as Chief People, Learning & Culture Officer in May 2022. Her team is responsible for attracting, recruiting and developing top talent, employee benefits and experiences, payroll, work health and safety, learning and development and culture strategy.

## Sandra Waters

Chief Operating Officer



Sandra Waters commenced as Chief Operating Officer – Residential in April 2024, after joining SCCWA as Residential Operations Director in March 2023. She is responsible for the operational and strategic oversight of Residential Aged Care.

## Caroline Webb

Chief Strategy, Marketing and Experience Officer



Caroline Webb commenced as Chief Strategy, Marketing and Experience Officer in May 2022. She is responsible for strategy, brand, marketing, communications, client experience and media functions.

## Andries Pretorius

Chief Operating Officer



Andries commenced as Chief Operating Officer – Home Care, Disability and Mental Health in June 2022 after joining SCCWA in 2021. He was responsible for the operational leadership of services across Home Care, Disability and Mental Health. He completed his tenure in 2024.

## Brad Beames

Chief Operating Officer



Brad commenced as Chief Operating Officer – Home Care, Disability and Mental Health in February 2025. He was responsible for the operational leadership of services across Home Care, Disability and Mental Health. He completed his tenure in August 2025.



## About us

In 1966, SCCWA, formerly known as Southern Cross Homes, was created by the Order of the Knights of the Southern Cross, who were committed to improving the lives of their fellow Western Australians.

Now, more than five decades later, the legacy of the Knights lives on as SCCWA continues to support the complex health, care and accommodation needs of Western Australia's aging population and those living with mental illness.

Whether living independently in their own homes, in one of our retirement villages, or needing a higher level of physical or mental health care, our aim is to help our residents and clients live extraordinary lives, every day, connected to communities.

Making a meaningful difference in people's lives is made possible by our dedicated workforce of over 1,000 employees and more than 100 volunteers. From nurses and carers working on the frontline to those in leadership and support roles, our teams deliver care and services to over 3,000 Western Australians across our residential aged care, retirement living, home care, mental health, disability and community housing portfolios.

## Our purpose

To help people live extraordinary lives, every day, connected to communities.

## Our vision

Transforming our sector and the experiences of the people we care about.

## Our values

Our values guide how we live and work day-to-day. They define how we behave towards each other and the attributes we recognise and celebrate.

All of our people operate from a core belief that "I enable the extraordinary because"



I listen



I act



I don't give up



We work as one

**This is our promise to our clients, residents and each other.**



Our services

Residential aged care

SCCWA has eight residential aged care homes throughout metropolitan Perth and regional Western Australia, providing 24/7 clinical and personal care while prioritising the dignity and personal choices of our residents. Our homes in Rossmoyne and Success also accommodate eight-bed transition units for residents requiring mental health care in High Dependency Units (HDU). These are supported under the guidance of the Mental Health Commission. In addition to residential aged care, Villa Pelletier in West Leederville supports people over 65 who have health needs and are experiencing homelessness or insecure tenancy, through our Housing the Homeless Program.

Retirement living (Independent living units)

Our seven retirement villages in the Perth metropolitan area offer a sense of safety, security, and community where residents can enjoy their independence and make the most of their retirement.

Mental health services and support

SCCWA offers a broad range of mental health services for our clients as well as their carers or family members. Adults aged between 18 and 65, who have a diagnosed mental illness or are experiencing mental health concerns, are supported in their recovery through three residential settings and in the community, through our Community Mental Health and Family and Carer Support programs.

Disability support

SCCWA is a registered provider under the National Disability Insurance Scheme (NDIS). Our disability services provide opportunities for people living with a disability to increase participation in all aspects of community life.

Home care

Our home care services include government-funded care via Home Care Packages (HCP)\*, the Commonwealth Home Support Programme (CHSP), Short-Term Restorative Care (STRC)\* Program and Transitional Care Program (TCP).

We provide home care services to 150 postcodes across the Perth metropolitan area, Broome townsite and within a 30km radius of Bunbury and Busselton.

Respite care

Our respite services include a range of flexible options, either in-home, at one of our dedicated respite centres in Forreestfield or Hilton, or short-term in one of our residential aged care homes.

East Fremantle Health and Wellness Centre

Our Health and Wellness Centre in East Fremantle offers specialised exercise and rehabilitation services for people aged over 55. The centre, which is co-located with our residential aged care home Southern Cross East Fremantle, provides a range of services including rehabilitation physiotherapy, exercise physiology, gym sessions, hydrotherapy and group classes and is available to the public with a GP referral.

Pastoral care

Our pastoral carers are trained to listen, and are there to help our residents and their families make sense of the changes that are occurring and provide support during difficult and challenging times. The pastoral care team delivers pastoral care to all but one of our residential aged care homes, villages and home care referrals. They also deliver our Connect the 40% Program and assist with our No One Dies Alone Program.

Southern Cross Housing Ltd

Southern Cross Housing Ltd. (SCH) offers affordable community housing to people over 55, or younger people living with mental illness or disability. SCH provides 358 properties across 39 suburbs in Perth, ranging from the City of Joondalup in the north to the City of Rockingham in the south and out to the City of Swan in the east.



\*These programs changed to Support at Home on 1 November 2025.

## Our reform journey

### SCCWA welcomes the introduction of the new Aged Care Act on 1 November 2025.

The reforms introduce significant changes aimed at creating a simpler, safer and more transparent aged care system. One that prioritises quality, strengthens regulatory oversight, and gives older Australians greater choice and control over their care.

The legislation introduces wide-ranging changes that will reshape how aged care is delivered and experienced in Australia. As part of the reform package, a \$4.3 billion investment has been allocated to the rollout of a new Support at Home program that will replace the existing Commonwealth Home Support Program (CHSP), Home Care Packages (HCP), and Short-Term Restorative Care (STRC), creating a single, streamlined model. This aims to make community-based care more flexible, coordinated and easier to navigate.

The reforms also introduce enhanced consumer protections, including an enforceable Charter of Rights and improved complaints handling processes, further embedding the rights of older Australians at the centre of care. At the heart of the reforms are the Strengthened Aged Care Quality Standards, which place greater emphasis on human rights, clinical governance, and genuine consumer engagement. These changes aim to uphold the dignity and rights of older people, ensuring they are supported to live well and with purpose.

These reforms align with SCCWA's commitment to delivering care that is respectful, supports individual choice and independence, and is tailored to what matters most to the people we support.

It is also our hope that the new Act will strengthen sector sustainability, supporting aged care providers to continue delivering high-quality care in a changing and challenging landscape.

#### Preparing for reform

SCCWA's reform journey began well before the passage of legislation in 2024. Since the launch of our Strategic Directions 2023-2027, we have been proactively aligning our operations to meet the expectations of a modern, responsive aged care system. This has included major investments in system upgrades, digital platforms and governance structures to support coordinated and high-quality care delivery.

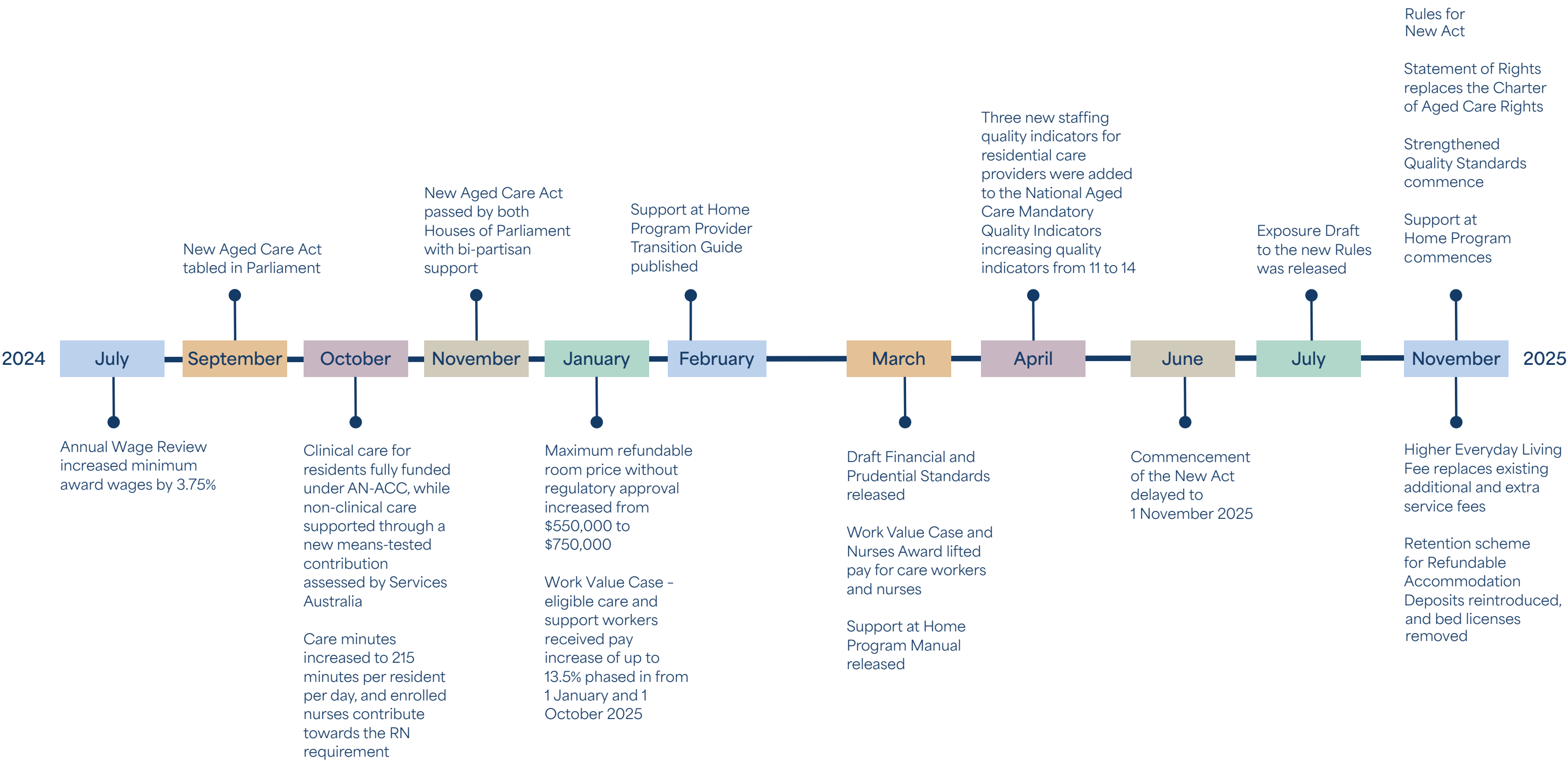
New technologies such as Sandwai (in Home Care) and Prompt (policy and document management) are helping to modernise service delivery and support stronger information governance. Workforce planning and capability-building have also remained priorities, ensuring our employees are equipped with the skills and knowledge to navigate the changing environment with confidence.

We continue to refine and expand our consumer feedback mechanisms, ensuring we listen closely and act on what residents and clients tell us. These reforms have helped position SCCWA to be ready for the Act, not just operationally, but culturally.





Aged care reform timeline – FY24/25



# Consolidated financial results FY24/25

In 2025, Southern Cross Care WA Consolidated (SCCWA) is reporting a financially sustainable result, while continuing to deliver quality services across a challenging and diverse service portfolio. The Group delivered an underlying operating surplus of \$5.3m (excluding revenues related to prior years and investment property year-end calculations).

Strong cash flows were generated from operating activities of \$16.7m, while investing \$8.4m in assets and continuing major development projects at Currambine and Ridgewood.

SCCWA continues to perform strongly in the re-leasing of 35 independent living units within the year, which generated \$3.9m in cash receipts.

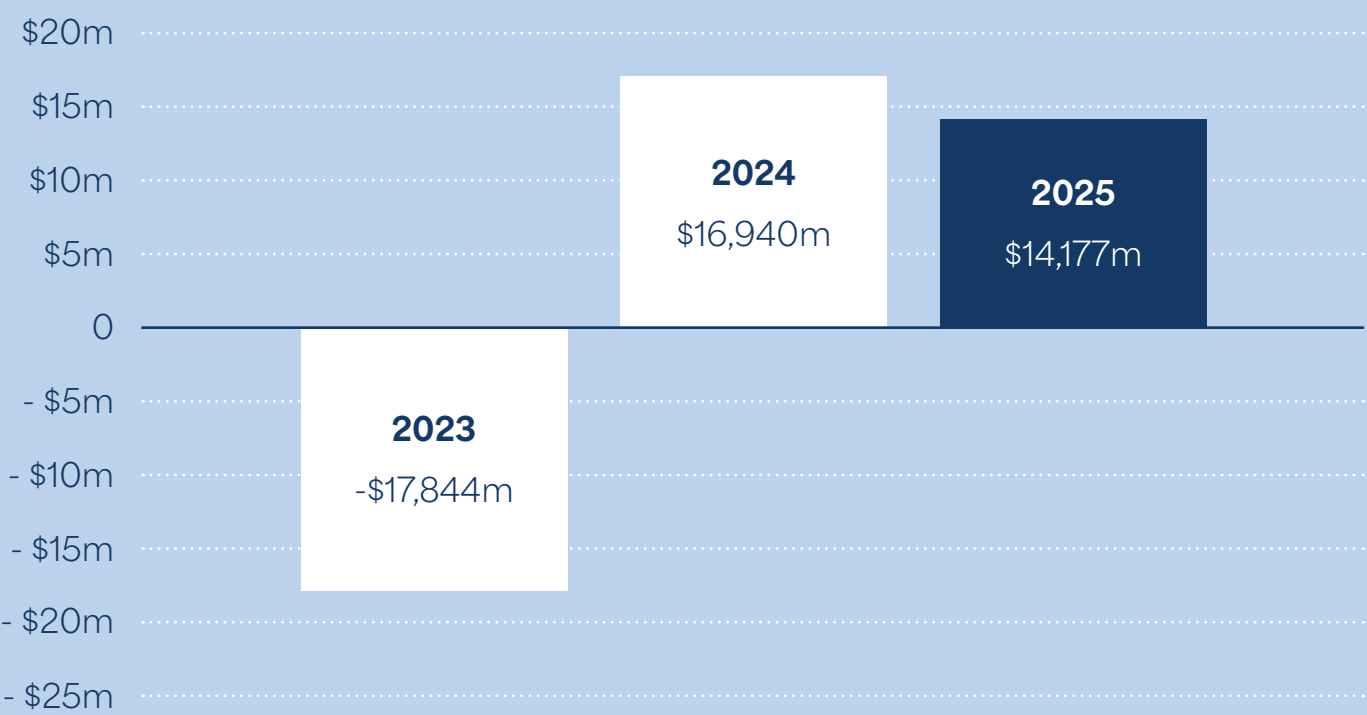
The total consolidated surplus for the year was \$14.2m principally comprising:

- Underlying operating surplus of \$5.3m;
- Positive fair value movement of investment properties of \$10.7m;

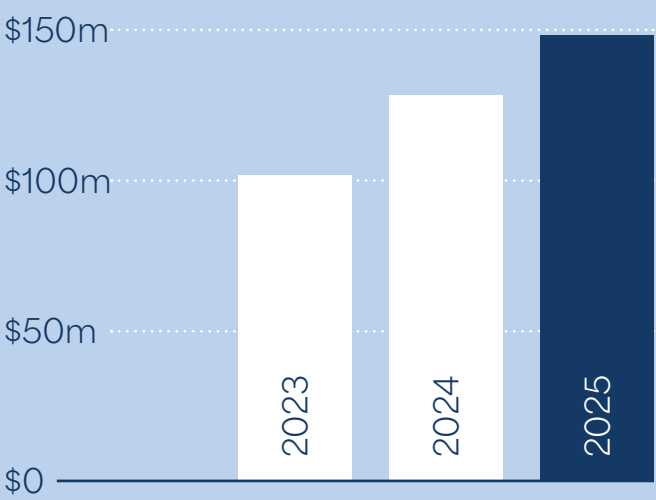
- Net profit from sale of inventory properties \$3.8m;
- Less Increase of leave liability by (\$1m); and
- Less write off of obsolete assets (\$2.5m).

SCCWA remains in a solid financial position with cash of \$64.9m and net assets of \$202.6m. The Group’s overall financial position provides a solid basis for continued operations in pursuit of the mission and objectives of SCCWA.

## Consolidated financial result

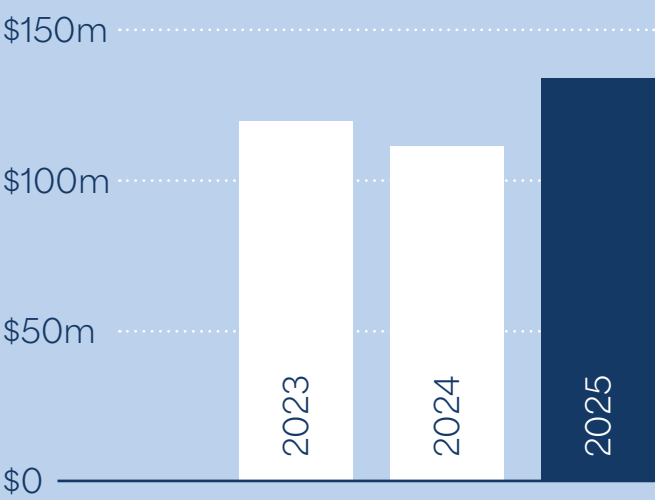


## Income



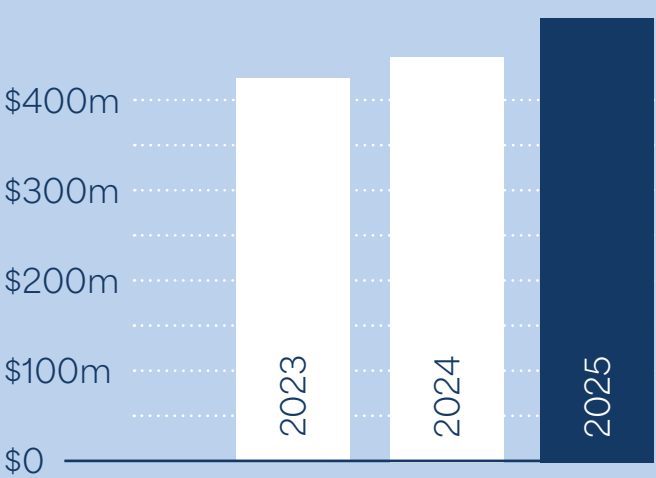
Income \$'000	2025
Government subsidies & grants	91,404
Fee income	16,801
Interest & investment income	5,303
Sale of lots	18,261
Rental & lease income	13,514
Other income	2,168
Total	147,451m

## Expenses



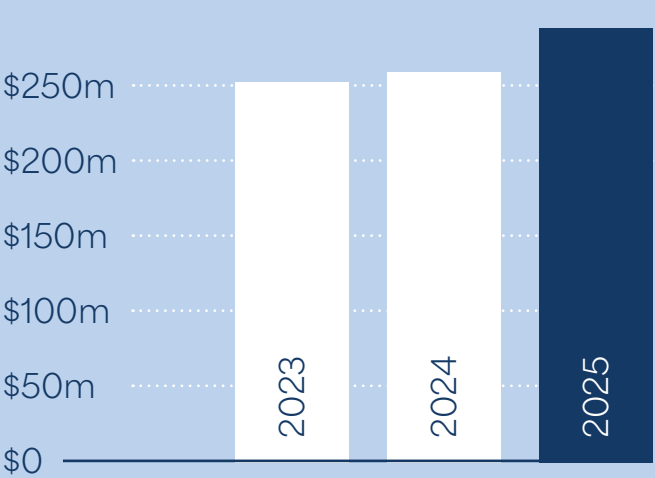
Expenses \$'000	2025
Employee expenses	86,227
Property & Depreciation expenses	23,053
Direct care expenses	8,213
Administration expenses	10,041
Fair Value Movement in Investment Properties	-3,747
Other expenses	9,487
Total expenses	133,274m

## Assets



Assets \$'000	2025
Cash	64,981
Property, plant & equipment	158,212
Investment properties	188,965
Inventory properties	6,312
Assets Classified as held for sale	13,475
Other Financial Assets	52,498
Receivables and other assets	5,147
Total	489,590m

## Liabilities



Liabilities \$'000	2025
Provisions	8,814
ILU resident loan	176,089
Resident's accommodation deposit	87,543
Trade & other payables	14,578
Total	287,024
Net assets	202,566m



## Mission and ethos

This year, SCCWA introduced a Senior Manager Mission and Ethos role to strengthen our identity as a purpose-driven, values-led organisation. Mission and Ethos are lived through presence, attentiveness and a shared commitment to making lives better.

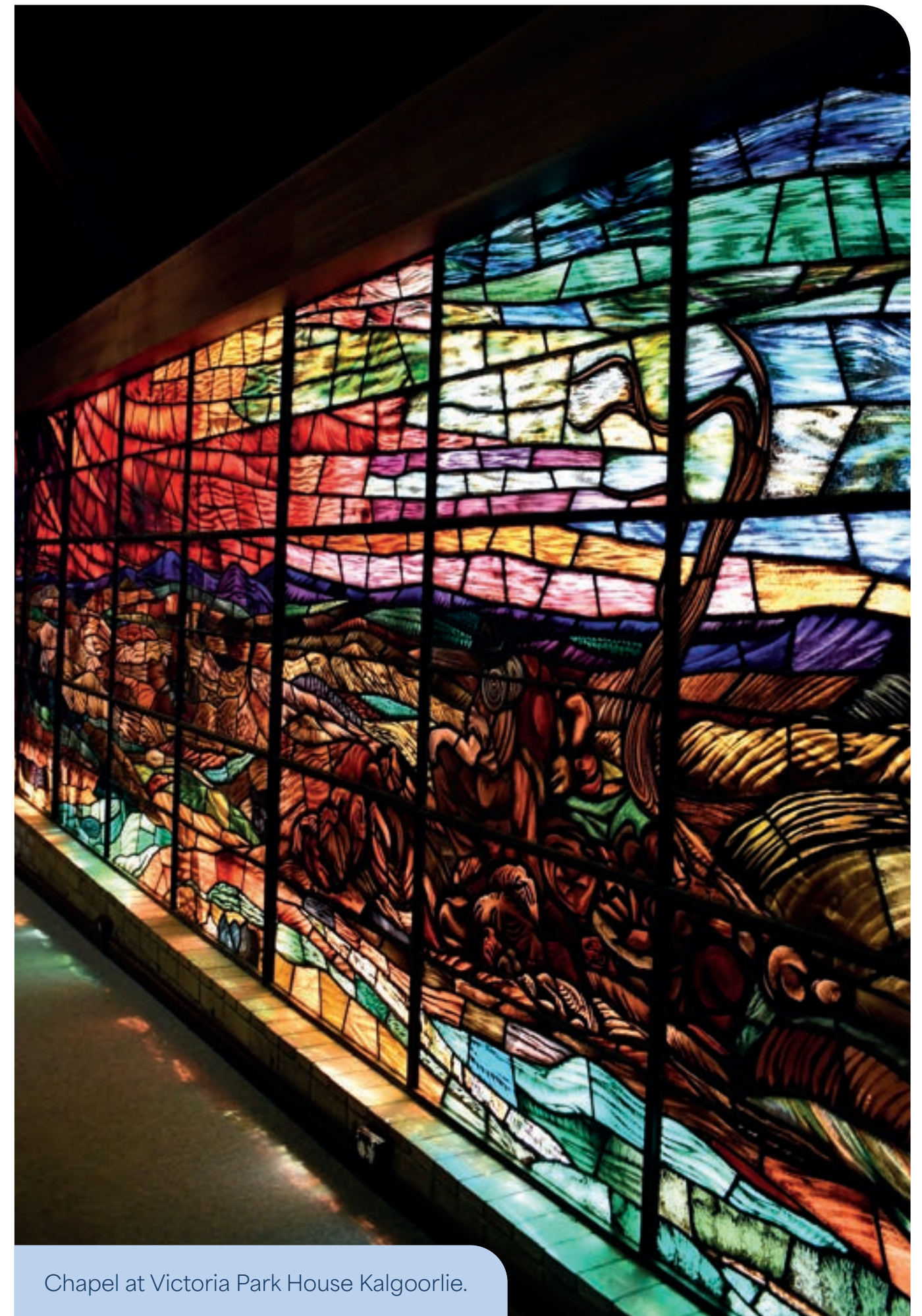
While the principles of compassion, justice and care have long guided our work, this new role formalises our commitment to embedding these values more deeply in our organisation; bringing greater visibility and intentional focus to the values that already live in our culture.

As SCCWA continues to grow and respond to increasing complexity in aged care and community services, maintaining a strong sense of purpose is more important than ever. The introduction of Strengthened Aged Care Quality Standards, combined with evolving community expectations and our own strategic ambitions, makes this a timely and important step.

The Mission and Ethos role will support ethical leadership, inclusive culture and alignment with SCCWA's Catholic heritage. Inspired by stories such as the Good Samaritan, this work encourages reflection on how we serve others and helps ensure that our growth is grounded in charity, integrity and compassion. Looking ahead to 2025/26, the focus of this work will include:

- Strengthening connection to Catholic identity and heritage
- Supporting formation and leadership development across teams
- Ensuring internal and external messaging reflects our mission
- Creating opportunities for reflection, learning and values-based dialogue

Mission and Ethos at SCCWA is not something new. It is a deepening of what has always been present. It is visible every day in the way our employees greet residents by name, the care taken in decision-making, and the respectful, compassionate relationships we foster. It is what people recognise as the "SCCWA way", when care goes beyond service to become a true human connection.



Chapel at Victoria Park House Kalgoorlie.



# Pastoral care

Pastoral care at SCCWA is about offering presence, support, and connection to residents, clients, families, and employees, no matter their faith, background, or beliefs. Grounded in our values and Catholic tradition the service is not just about religious care; it is about emotional and spiritual wellbeing, delivered with dignity, empathy, and respect.

## Support for residents, families and employees

Every resident across our residential aged care homes is offered access to pastoral care. Those who choose to engage receive support tailored to their personal needs, whether through conversation, reflection, quiet companionship or spiritual guidance. While religious services such as Mass and chaplaincy visits remain available, the emphasis is on inclusive spiritual care that is accessible to all.

Pastoral care also plays an increasingly important role in supporting families, particularly during times of transition, illness or loss. Whether helping navigate the move into aged care or providing comfort through the palliative and bereavement process, our team supports families through emotionally complex moments with compassion and understanding.

Employees, too, benefit from the presence of pastoral care. Pastoral carers offer informal support, helping our teams manage the emotionally demanding work they do every day.

## Programs and partnerships

A clear distinction is made between pastoral care and religious care at SCCWA. While religious services and Catholic mass remain optional and available across sites, pastoral care focuses on relational, non-denominational support. It's in the listening, the storytelling, and the human connection.

Volunteers continue to play a vital role in extending the reach and impact of Pastoral Care services. Two key programs highlight this contribution.

## No One Dies Alone (NODA)

Launched in April 2023, NODA provides trained volunteers and employee companionship to residents nearing the end of life. Initially introduced at our residential aged care homes in Success and Rossmoyne, it has now expanded to West Leederville and is planned for rollout at Forrestfield. This year, over 100 inquiries were received, leading to 75 applications and 40 volunteers cleared for participation. Additionally, 99 employees were trained in the GRADS instrument to support this work.





# Pastoral care continued

## Connect the 40%

This event-based initiative operates around special occasions such as Christmas, providing extra care and connection for residents who may be experiencing loneliness. Pastoral carers collaborate with volunteers to distribute gifts and offer companionship during these times.

With loneliness increasingly recognised as a serious health risk, these programs, together with the broader pastoral care offering, play a crucial role in fostering connection, companionship, and emotional wellbeing.

## Recognising volunteer impact

Volunteers are a valued part of the SCCWA community, making a difference every day through connection, companionship and support. Their activities include friendly visits, spiritual support, and even pet therapy. Volunteer recruitment continues through channels such as Volunteering WA, church outreach, and word-of-mouth.

This year, SCCWA also held events to celebrate our volunteers, honouring those with long years of service and acknowledging the dedication they bring to their roles and the positive impact they have on our residents, families and employees.

Pastoral care is about connection. It helps ensure that no one feels alone, that stories are heard, and that the human spirit remains central in all that we do.



46  
NODA volunteers



15,273  
pastoral care visits



13,000  
volunteer hours



1,318  
hours of pastoral contacts  
with family members



60+  
connect the 40% gifts delivered



652  
clergy visits to RAC  
for religious ministry

Our strategic progress

Launched in September 2023, SCCWA’s Strategic Directions 2023-2027 continues to guide how we plan, grow and deliver services across the organisation. At the midpoint of our strategic journey, we continue to be guided by our five core pillars: Consumers at the centre, adaptive cutting-edge services, people who are vitally important, growth and sustainability, and things are easy here.

The Strategy is not just a document. It shapes our decisions, guides our investments, and delivers on our purpose of helping people live extraordinary lives every day, connected to communities.

Since launching the Strategic Directions 2023-2027, SCCWA has made steady progress across each phase of the plan. In the first year, the focus was on strengthening the organisation’s foundations. This included refining internal systems, improving governance, and investing in people and processes to build the infrastructure required for sustainable, long-term change.

In year two, attention shifted towards growth and placing consumers more visibly at the centre of our work. We developed a functional brief to complete our service planning, advanced a Social and Community Housing (SCH) strategy, introduced a Mission and Ethos role to strengthen our identity as a purpose-driven, values-led organisation and delivered a comprehensive investment strategy to guide decision-making. During this period, we also launched our refreshed brand and finalised our Reflect Reconciliation Action Plan (RAP), both of which have strengthened our identity and affirmed our values.

Now, in year three, we are focused on transforming the consumer experience and ensuring the organisation is well-positioned for the November 1 aged care reforms. Efforts include enhancing feedback systems, mapping consumer journeys, and advancing workforce planning. These initiatives reflect our continued commitment to person-led service, dignity, and respect at every level of care.

This milestone reflects both meaningful progress and a clear direction for the future. We are proud of what has been achieved so far and remain focused on delivering against our strategic goals with integrity, accountability, and care.

Adaptive cutting-edge services

This year, SCCWA advanced its Home Care Modernisation Project, ensuring our services and structures are ready to meet the requirements of the new Aged Care Act. A key milestone was the introduction of a new care management and scheduling system, Sandwai, designed to improve efficiency, compliance, and the client experience. Alongside these system improvements, we are adapting our service models and workforce structures to align with the Support at Home reforms. These changes position SCCWA to deliver more flexible, responsive, and person-centred care in the years ahead.

Our Strategy





# Our strategic progress continued

## Growth and sustainability

Our focus on growth and sustainability is about building a strong foundation for the future. While we have completed the planning documents that guide our capital development, our priority is ensuring every investment delivers long-term value and supports high-quality care.

Growth is about expanding services while ensuring they are sustainable, responsive to community needs and aligned with sector reforms. This includes strengthening community housing options, supporting people living with disability through safe and affordable housing, and creating models that can adapt to the demands of future aged care.

In 2025, Southern Cross Housing Ltd. (SCH) finalised and launched its Strategic Directions 2024-2027, marking an important milestone in its commitment to supporting older Western Australians and people living with disability through safe, affordable housing. Developed following extensive consultation, the plan is grounded in three strategic pillars: Tenants at the Centre, Sustainable Growth, and Making Things Easier. Together, these priorities form a clear, actionable roadmap for strengthening tenancy support, expanding housing availability, and building partnerships that enhance service delivery. At a time of growing housing demand, the strategy positions SCH to respond with compassion and impact. Ensuring housing is not only accessible, but a foundation for connection, wellbeing, and extraordinary lives.

## Things are easy here

In October 2024, we launched Prompt, our new organisation-wide policy and document library system. This platform is a core part of our Information and Document Governance Framework, which was created to ensure that all operational, compliance, and care-related information is accessible, accurate and secure. The result is an easier experience for employees, with clear access to the policies and procedures that support quality service delivery.

## People who are vitally important

At the heart of our strategic delivery is a commitment to our people. Over the past year, we have worked to improve pay accuracy and simplify employment conditions. Our performance and leadership development programs have continued to grow, including the rollout of our Capability Framework and the expansion of the Extraordinary Leadership Program to employees across roles and services.

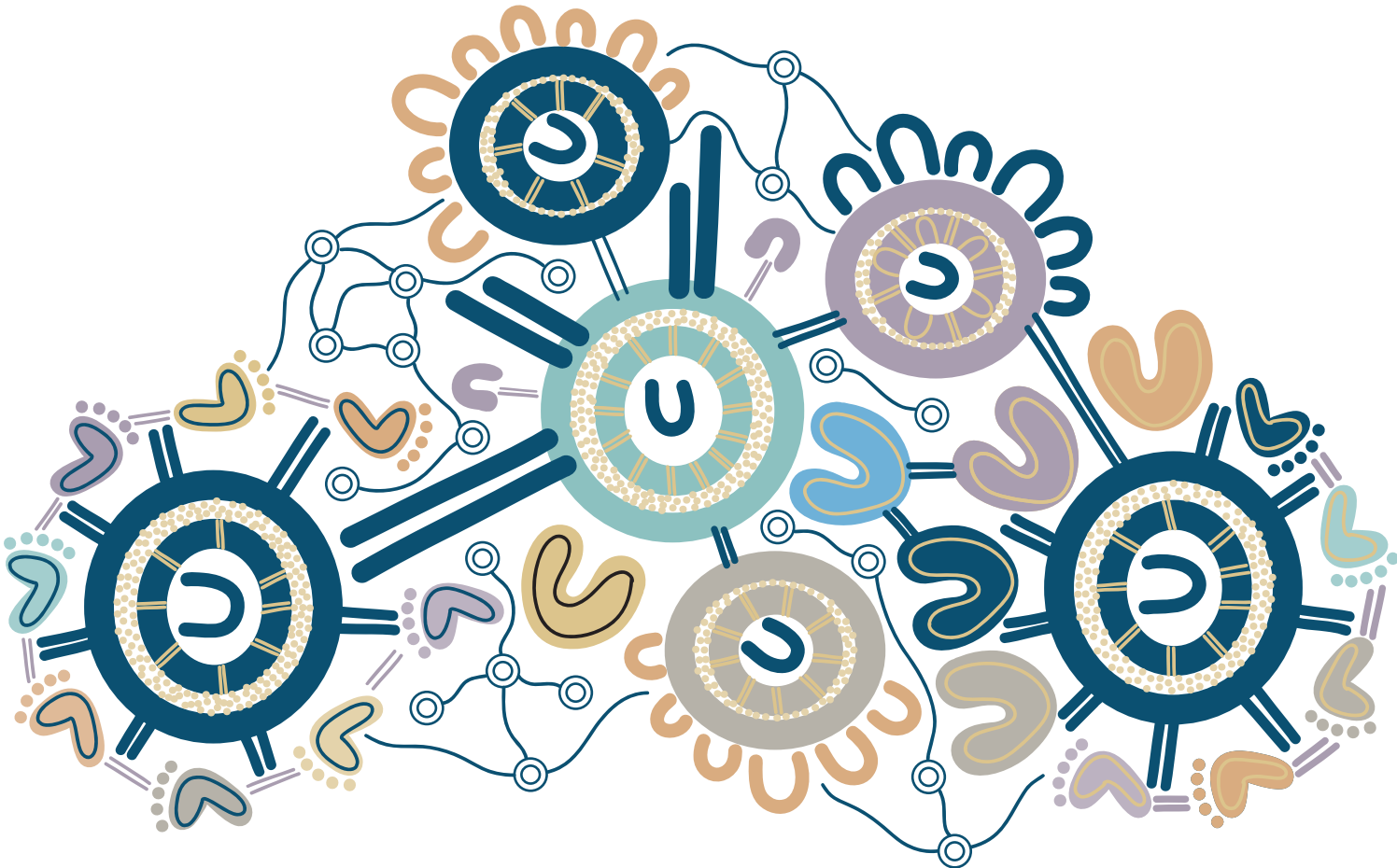
Work health and safety remains a key focus, particularly around occupational violence and aggression, manual handling, driving, and lone workers' risks. Practical initiatives such as the introduction of manual handling champions and the Positive Behaviour Support Management Committee are helping to build a safer and more supportive working environment. We continue to recognise that a well-supported workforce is essential to the wellbeing of those we care for.

## Consumers at the centre

Over the past 12 months, SCCWA has developed its first Reflect RAP, a formal commitment to learning, listening, and building respectful relationships with Aboriginal and Torres Strait Islander peoples. The Reflect RAP lays the groundwork for culturally safe care and inclusive workplace practices. We partnered with a local Aboriginal artist to create a design that reflects both heritage and hope.

Noongar/Yamatji artist Connie Clinch created the artwork, *Their Journey*, after speaking with our employees about their deep connection to their work. The artwork reflects relationships, community and the different paths we walk in life.

It is a symbol of connection, growth and respect, and a reminder of our shared reconciliation journey.



RAP artwork *Their Journey*.

## Your Extraordinary

**In April 2025, SCCWA launched a new brand identity, Your Extraordinary, marking a significant step in unifying our organisation under a single, recognisable brand. This new identity strengthens internal alignment across our services and provides a clear and consistent brand platform as we move forward.**

For more than 60 years, SCCWA has supported people through residential aged care, home and community services, mental health, and disability support. While our commitment to people remains unchanged, our new identity better reflects who we are today and the role we play in helping individuals live with purpose, dignity, and connection.

The development of our new brand was guided by research that highlighted what consumers value most in aged care: trust, personalisation, flexibility, connection, and a provider who truly cares. People told us they want homelike environments, extraordinary care, and a strong sense of community, with many also preferring a Western Australian-based provider. These insights shaped a brand that reflects who we are today and creates a clear, distinctive identity that resonates with the people we support.

The decision to rebrand was driven by a desire to simplify and modernise the way we present ourselves and to ensure that our brand reflects the vision and strategic direction of our organisation. The Your Extraordinary identity captures this intent, offering a unified look, message and purpose that speaks to clients, residents, families, and employees alike.

We consulted residents, clients, employees and stakeholders to understand what makes a difference in their experience of care. What we heard reinforced something we have always known, that for many people, it's the small, everyday moments that matter most. These moments shape lives and build trust. They are meaningful not because they are remarkable, but because they are personal.

The new brand reflects this understanding. It shifts the focus from simply delivering care to caring about what matters, acknowledging the individuality of each person we support. Our tagline, "We care about your extraordinary," expresses this commitment. It reminds us that what is extraordinary to each person is different, and that recognising this is at the heart of the care we provide.

Our brand strategy was shaped by the desire to build something bold, refined and ownable. We wanted a brand that felt energising and optimistic, not constrained by what currently exists in the sector, but reflective of our purpose and future direction. The result is a brand that excites, unites, and positions SCCWA for sustainable growth. "What matters to you, matters to us" became a guiding principle throughout this process, underpinning everything from design to language.

The new logo represents both who the organisation is today and where it came from. The design brings together an S and two Cs, one forward and one reversed, forming a cross at its centre. This reflects SCCWA's Catholic heritage and its founders, the Knights of the Southern Cross. The result is a modern symbol of care, connection and faith, reflecting the Catholic values that continue to guide the organisation in helping people live extraordinary lives.

As part of the rebrand, the Southern Plus brand has been retired, and Home Care services and our aged care home in East Fremantle now operate under the Southern Cross Care WA name.

This simplifies communication, strengthens identity and reinforces our shared purpose across all teams and services.

Ultimately, Your Extraordinary is more than a new brand. It is an expression of our purpose. It captures the way we walk alongside each person we support, listen to what matters to them, and honour their journey. Whether it's a shared conversation, a familiar routine, or the joy of connection, these moments are where care becomes meaningful.

This new identity affirms that at SCCWA, we care about your extraordinary, and we are proud to support it every day.

SCCWA Chair Tony Vis with Southern Cross Housing client Helen Gibson at the launch of our new brand.





# Supporting our extraordinary people

SCCWA remains committed to building a workplace where individuals feel seen, heard and valued, to deliver high-quality care and services.

The People Strategy 2023-2025 continues to guide our efforts, with the clear objective of making SCCWA a great place to work, measured by strong engagement, low turnover, and a positive culture. This aligns directly with our Strategic Directions 2023-2027, where “People Who Are Vitally Important” is one of our core pillars. Recognising that the wellbeing, capability and satisfaction of our people are essential to delivering extraordinary care.

Our Employee Value Proposition highlights the skills, passion and potential of our people, supporting them to see new possibilities and achieve extraordinary outcomes.



## Performance and development

In April 2024, SCCWA launched a new performance framework, which sets out how we establish expectations, give feedback and assess performance. The framework underpins key people processes including one-on-ones, goal setting, recognition, feedback and performance reviews, supporting greater alignment and growth at every level.

A new Capability Framework is also in development, designed to clarify the skills required to deliver our strategy. Workshops and consultations are helping shape this work into a practical tool for career development, performance and learning across the organisation.

Leadership development remains a central focus. SCCWA’s Extraordinary Leadership Program (ELP) continued with 12 employees graduating this year, bringing the total to 30 participants from a leadership group of 58. The program supports both emerging and current leaders with a focus on understanding their leadership style and how to build their own leadership effectiveness. It also includes more practical skills such as change and performance management, inclusion, goal setting and feedback. Participants are encouraged to apply their learning directly to their teams, supported by their leader.

## Diversity and inclusion

SCCWA believes everyone has inherent value and focuses on fostering a culture where everyone feels they belong. The Diversity and Inclusion Advisory Group focused this year on gender, age, disability and neurodiversity, delivering campaigns and events to build awareness and celebrate difference. Highlights included Chinese New Year, International Women’s Day, Neurodiversity Celebration Week, and Inclusion at Work Week.

New Diversity and Inclusion (D&I) boxes were introduced across sites, containing fidget toys, identity badges, and materials to promote understanding of neurodivergence and hidden disabilities. These initiatives were supported by a new online D&I Resource Hub, with dedicated tools for managers and teams. The Hidden Disabilities Sunflower Campaign also launched, providing visibility and support for employees who identify with a hidden disability. SCCWA are corporate members of CEOs for Gender Equity, Hidden Disabilities and the Diversity Council of Australia.



1,027  
employees



8,360  
training hours

# Supporting our extraordinary people continued

## Health, safety and wellbeing

SCCWA continues to strengthen its commitment to a safe and healthy workplace. Key risk areas include manual handling, driving, lone work, psychosocial risks, and occupational violence and aggression. New initiatives such as manual handling champions and the Positive Behaviour Support Committee are already contributing to improved safety outcomes.

Ongoing enhancements to the Work Health and Safety Management System, including risk assessments, reporting systems, and compliance processes, ensure legislative requirements are met and exceeded. Notable improvements were also made in Workers' Compensation and Injury Management, with reduced claim durations and injury severity. In October, Safe Work Month saw a surge in safety awareness and participation across the organisation.

## Employee engagement

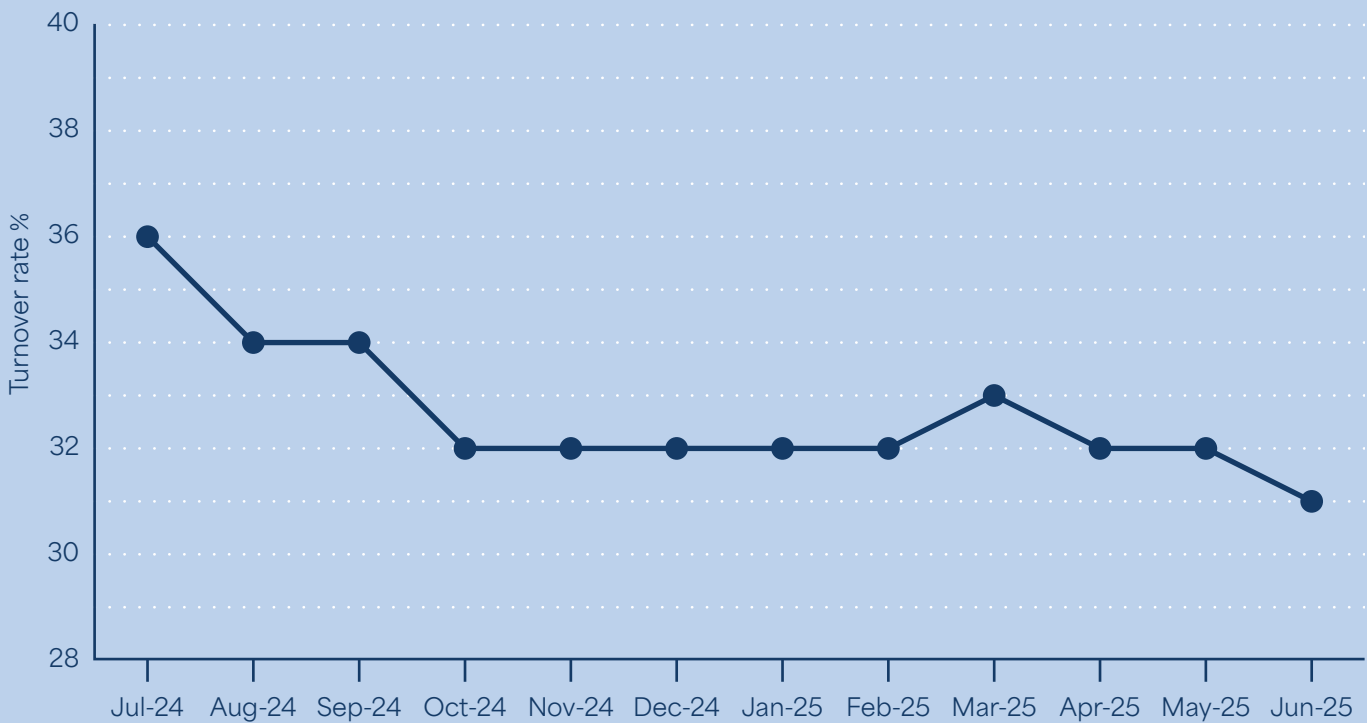
Employee engagement is a key indicator of how committed, loyal and proud our people feel in their roles. High engagement supports lower turnover, stronger performance and better outcomes for our clients and residents. Our annual Employee Engagement Survey measures not only how engaged our people are, but also the effectiveness of our people initiatives in driving a positive employee experience. In FY24/25, we achieved a 69 percent engagement score, which is expected during a period of significant change across the sector. Survey outcomes inform organisation-wide priorities and shape the delivery of our people strategy, while also guiding leaders to focus on what matters most to their teams. This dual focus ensures engagement is strengthened at both a team and organisational level.

## Employee turnover

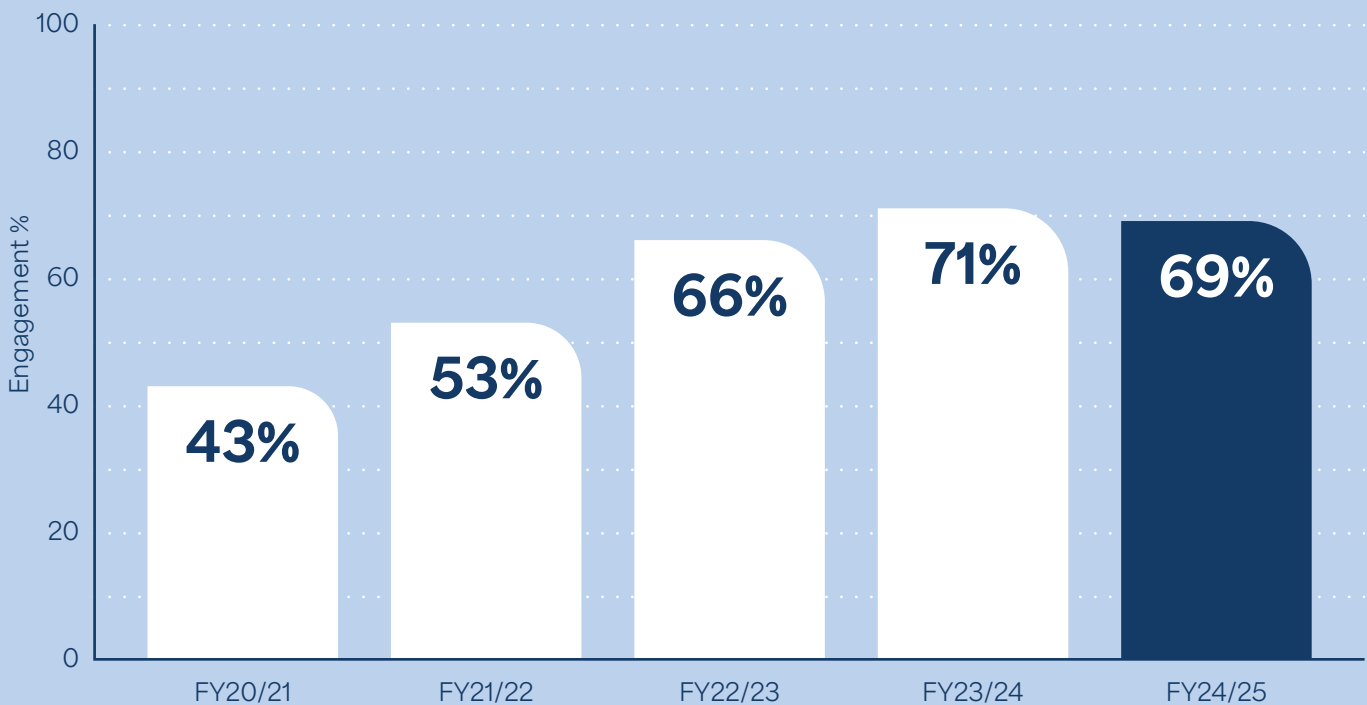
Our growing engagement is reflected in our employee turnover rate, which has steadily declined over the same period and is now 31 percent, outperforming the aged care industry average of approximately 35–40 percent. This result reflects ongoing efforts to retain and develop our people through a strong focus on culture, meaningful recognition, and investment in training and development.

## Employee turnover

The annualised average turnover rate has steadily declined over the FY24/25 period.



## Employee engagement





# Service planning and capital projects update

SCCWA continues to invest in service and capital developments, ensuring the ongoing delivery of high-quality care and services that meet both current and future community needs. This approach reflects our strategic commitment to growth and sustainability, while maintaining our services so they remain viable, future-focused, and responsive to demographic and community demand.

## Planning for future growth

To support long-term development priorities, SCCWA engaged Johnstaff Advisory to work with us to prepare three foundational planning documents: the SCCWA Service Plan, model of care (Residential Aged Care) and the Functional Brief (Residential Aged Care).

Finalised in 2023, the Service Plan provides a long-term view of where SCCWA can best respond to the growing demand for aged care across Western Australia. It draws on demographic modelling, service mapping, and stakeholder input to identify key areas of need, including the City of Joondalup, City of Swan and the Southeast Corridor (Champion Lakes), and sets a clear direction for future investment.

Complementing this, the model of care, completed in 2024, defines how SCCWA aims to deliver aged care in a way that is consistent, contemporary and person-centred. It reflects a shift toward a cluster model, supporting resident independence, wellbeing, and encouraging genuine connection through shared spaces and meaningful activities.

Together, the Service Plan and model of care create a blueprint for how SCCWA will grow with purpose. Ensuring our developments are not only located where they are needed most but also designed to deliver extraordinary care.

Building on these foundations, SCCWA focused this year on completing the Functional Brief, which defines the purpose of each space within a residential facility, along with infrastructure and performance requirements aligned with the model of care. Developed in consultation with employees and consumers, the Functional Brief will now guide concept planning and architectural design for both new developments and upgrades to existing facilities, ensuring alignment with SCCWA’s model of care and translating strategic intent into fit-for-purpose, contemporary care environments.

Currambine development.





# Service planning and capital projects update continued

## Creating welcoming spaces

To support the creation of inclusive, welcoming environments, SCCWA conducted a tender process for a new interior design direction that applies to both new developments and existing homes. The guidelines will integrate SCCWA’s updated branding and colour palette, while remaining respectful of each home’s unique character, location, and functional requirements. This work represents a natural next step following the introduction of our new brand and the completion of the Functional Brief. Bringing visual consistency, identity, and purpose into the physical spaces where care is delivered.

The approach balances consistency with individuality, offering adaptable “typical schemes” that enhance the experience of residents, families and employees. These schemes will guide future refurbishments and fit-outs, supporting spaces that feel familiar, comfortable and reflective of SCCWA’s person-centred values.

Looking ahead, SCCWA will initiate a pilot refurbishment program, guided by the new design direction. Insights from the pilot will inform a staged approach to upgrading existing homes to ensure all environments support comfort, dignity and a genuine sense of home. These interior design schemes will also be used to inform the design of SCCWA’s next residential aged care development. Bringing together our updated brand, model of care, and functional brief into spaces that reflect both best practice and what matters most to residents.

## Building for the future

### Currambine

Located 30km north of Perth, the Currambine development progressed with the settlement of 48 residential lots in FY24/25. Across Stages 1 and 2, a total of 83 residential lots have now been delivered to the housing market.

A parcel of land to the north of the site has been earmarked for a future residential aged care home, with the Service Plan identifying strong demand in this area.

### Ridgewood

The Ridgewood development in the City of Wanneroo supports SCCWA’s commitment to social and affordable housing. Stage 1 includes 55 residential lots, with construction of 17 community homes remaining on track for completion in January 2026. Upon completion, the Department of Communities will have access to 19 additional social houses. Over the next 12 months, a further 52 lots will be developed, expanding the total to 107 lots to meet growing housing needs in Perth’s northern corridor.

## Strategic Asset Management

SCCWA has implemented a Strategic Asset Management Plan (SAMP) to guide the maintenance, compliance and upgrade of its built assets. The five-year plan outlines scheduled, reactive and priority works, ensuring SCCWA’s assets continue to provide safe, comfortable and functional living environments that support service delivery.

SCCWA received \$990,000 in Capital Grants from the Australian Government for both Germanus Kent House and Villa Pelletier. These funds were used for targeted infrastructure upgrades, including fire safety systems, air conditioning and interior painting, to enhance the comfort and safety of residents and employees.

Ridgewood development.





# Clinical governance

SCCWA is committed to providing safe, consistent, and person-centred care supported by strong clinical governance. We continue to focus on robust systems and processes to monitor quality, reduce risk, and ensure compliance with the Aged Care Quality Standards. Every employee plays an important role in maintaining these standards, ensuring excellent care is delivered with compassion, dignity, and respect.

## Accreditation and quality

SCCWA achieved accreditation across all key standards this year, including the Aged Care Quality Standards, the NDIS Practice Standards, and the National Standards for Mental Health Services. These results reflect the strength of our governance systems and the commitment of our employees to deliver safe, person-centred care every day.

## Strengthening clinical care

Throughout the year, SCCWA implemented several initiatives to enhance the quality, consistency, and safety of clinical care. More than 750 employees completed Supporting Positive Behaviour training, gaining practical skills in de-escalation, calm communication, and behaviour management. This program forms part of our broader commitment to reducing occupational violence and aggression, keeping both our employees and residents safe.

To strengthen clinical support, a refreshed onboarding program for nurses was introduced, helping new team members, particularly in regional areas, feel confident and prepared from day one. Education for Support Workers focused on medication safety, falls prevention, and skin integrity to promote early intervention and prevent avoidable harm.

Technology also played a key role in improving clinical systems. The rollout of MedPoint, an electronic medication management system, has improved accuracy, compliance, and collaboration between nursing staff, GPs, and pharmacists. This program supports national priorities around safe medication use, reducing the overuse of multiple medications and ensuring antibiotics are prescribed appropriately.

Resident wellbeing remained a key focus throughout the year, with continued improvements to enhance comfort, dignity, and quality of life. Guided by the new Food and Nutrition Standard, SCCWA refined menu planning and mealtime practices to prioritise resident choice, enjoyment, and nutritional balance. The introduction of MoliCare continence products has also improved comfort and skin integrity, supporting residents' dignity in daily care.

Access to medical care was further strengthened through expanded Telehealth services, including utilising the WA Virtual Emergency Department (WAVED) and closer collaboration with local GPs. These initiatives allow many residents to receive timely treatment without leaving their home, improving response times, continuity of care, and reducing unnecessary hospital transfers.

## Listening and improving

Feedback continues to play a vital role in shaping our services. Over the past year, more than 1,000 feedback items were received from residents, clients, and families, with most comments highlighting positive experiences of communication, choice, and care quality. This input helps us identify what's working well, respond to emerging issues early, and continuously enhance the way we deliver care.



Clinical governance continued

Measuring quality

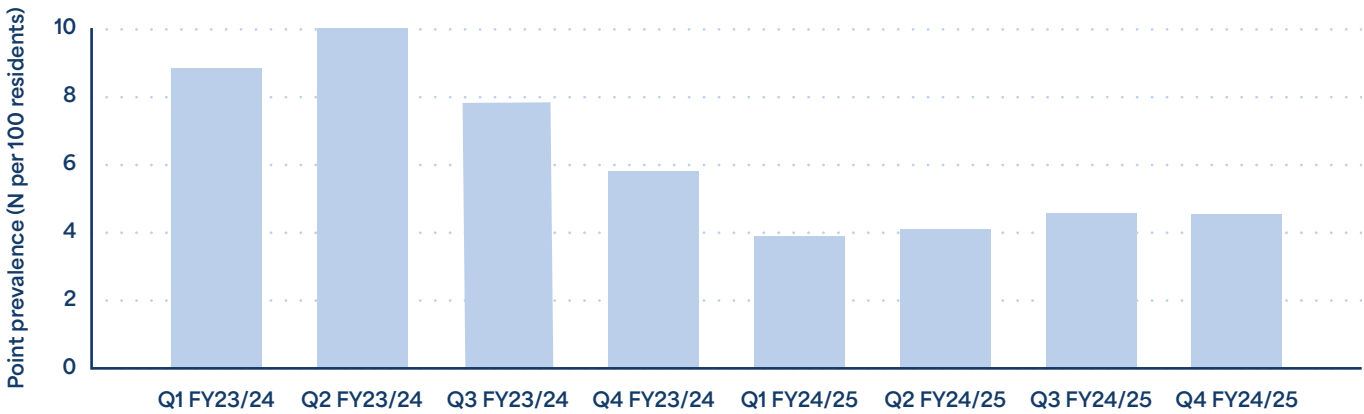
SCCWA continued to measure and report outcomes through the National Aged Care Mandatory Quality Indicator Program, which monitors key areas such as falls, pressure injuries, weight management, medication safety, and consumer experience. A new measure, introduced this year, tracks allied health referrals, providing a more complete view of resident wellbeing.

Our results reflect the increasing complexity of residents entering aged care. SCCWA continues to perform strongly, supported by a proactive approach to medication management and close clinical oversight. These indicators are not just data points; they guide our improvement efforts, celebrate achievements, and ensure transparency through the government’s Star Ratings system.

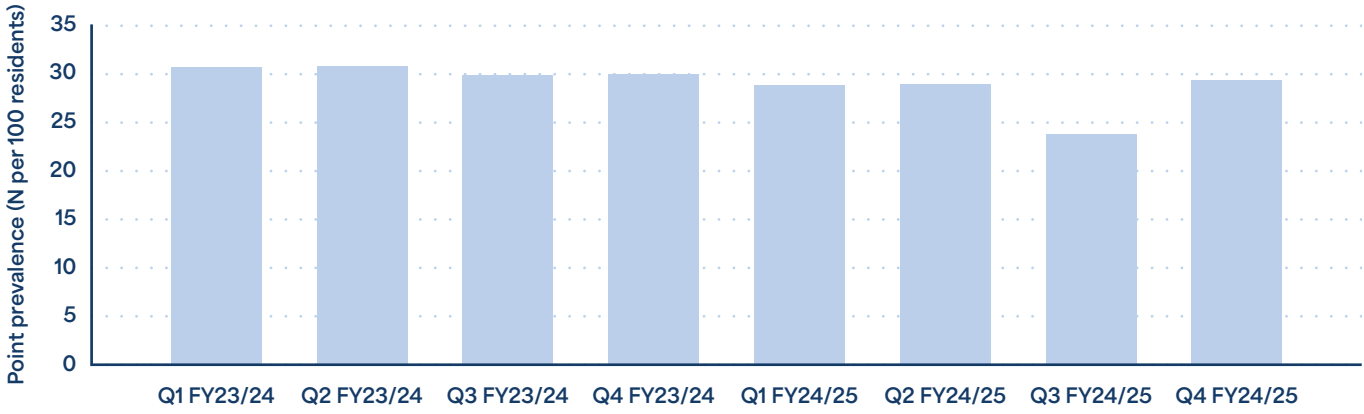
Star Ratings Q4 FY24/25

Facility	Overall Star Rating	Compliance	Quality Measures
Frank Prendergast House	★★★★★	★★★★★	★★★★★
Germanus Kent House	★★★★★	★★★★★	★★★★★
Jeremiah Donovan House	★★★★★	★★★★★	★★★★★
Joseph Cooke House	★★★★★	★★★★★	★★★★★
Margaret Hubery House	★★★★★	★★★★★	★★★★★
Southern Cross East Fremantle	★★★★★	★★★★★	★★★★★
Victoria Park House	★★★★★	★★★★★	★★★★★
Villa Pelletier	★★★★★	★★★★★	★★★★★

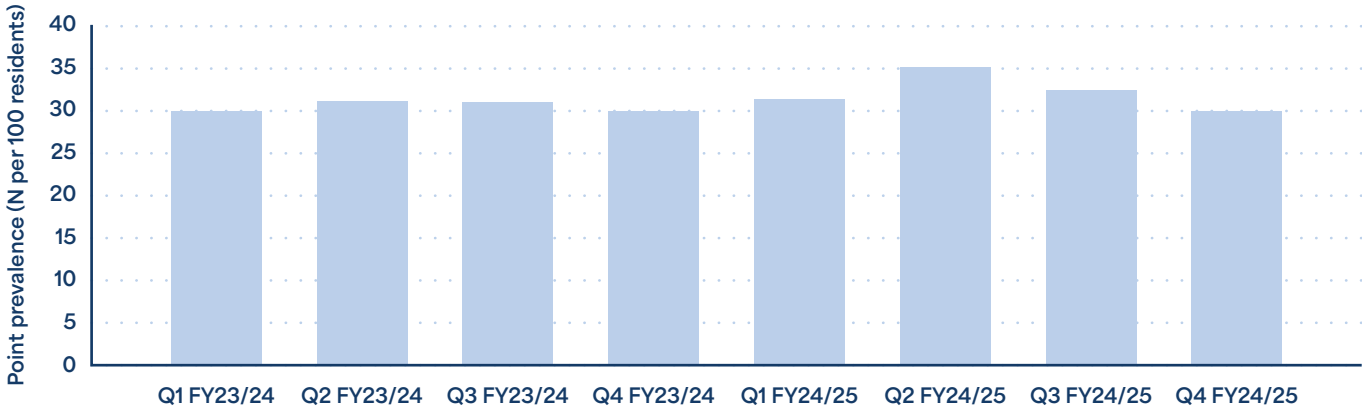
Consecutive unplanned weight loss per 100 residents



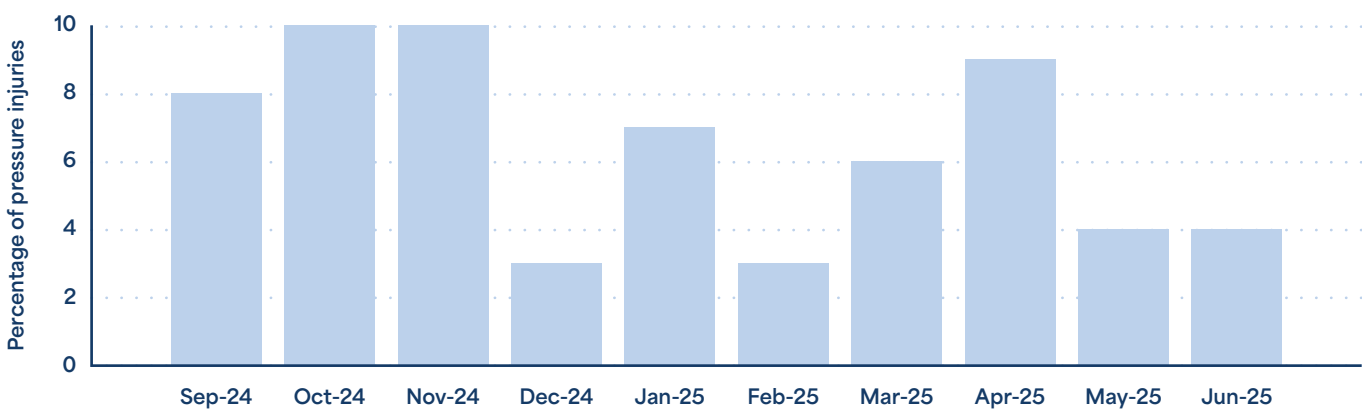
One or more falls per 100 residents



Number of residents taking 9 or more medications (polypharmacy per 100 residents)



Number of new pressure injuries developed in our care





## Operational report

### – Home care, health and wellness

**SCCWA continues to support older people to live independently and confidently at home, delivering services across 150 postcodes in the Perth metropolitan area, Broome townsite, and within a 30km radius of Bunbury and Busselton.**

Home care services are tailored to individual goals and needs, helping clients remain connected, safe and well in their own communities.

Services are delivered under the Home Care Packages (HCP), Commonwealth Home Support Program (CHSP), Short-Term Restorative Care (STRC), and Transition Care Program (TCP). Wellness Partners collaborate closely with clients to co-design care plans that promote clinical safety, social connection and independence.

In preparation for the upcoming aged care reforms, SCCWA is undertaking significant system and process improvements to ensure service readiness. This included the implementation in July 2025 of Sandwai, our new care management platform designed to streamline and improve the way we deliver care. Sandwai will improve service efficiency, reduce administrative burden, and provide real-time visibility over client needs and staff schedules. It supports more responsive, person-centred care by giving our teams access to accurate and up-to-date information, enabling better planning, communication and service delivery. The platform also strengthens compliance and reporting capabilities, helping us meet evolving regulatory requirements.

Home care delivery remained stable, reflecting consistent demand for community-based services.

The Community Transition Care Program (CTCP) recorded a 100 percent increase in participation this year, highlighting strong uptake and successful delivery. The Short-Term Restorative Care (STRC) program also saw significant growth, with service hours increasing by 180 percent and supporting clients in early recovery and reablement. SCCWA also continued to integrate home care services with its retirement living communities, enabling residents to receive flexible support without needing to relocate as their needs change.

In the Kimberley region, SCCWA continued to strengthen its community presence through Bran Nue Dae, which supports more than 80 clients with home care, respite, Meals on Wheels, transport services, and the Breakfast Club, which provides cooked meals, showers, laundry access and social inclusion. Engagement activities such as barbecues and music sessions, delivered in partnership with local organisations, help create a welcoming and inclusive environment for clients and community members alike.





# Operational report

## – Home care, health and wellness continued

Bran Nue Dae also supports student placements from Broome Senior High School, fostering intergenerational connections and encouraging local community involvement. Through partnerships with regional health organisations, the service continues to build trust, increase service visibility, and deliver culturally safe support to First Nations clients and their families.

The Health and Wellness Centre in East Fremantle continues to offer non-clinical therapies including hydrotherapy, exercise physiology, physiotherapy and tailored recovery programs. These services play a key role in helping clients regain mobility, rebuild confidence, and maintain independence.

Looking ahead, SCCWA will continue strengthening referral pathways with hospitals, GPs and community providers to expand access to home care and wellness services. These partnerships will be key to supporting older people to age in place safely and with dignity, while ensuring sustainable growth of community-based care.



**141**  
visits to Health and Wellness Centre



**10,228**  
allied health care hours at Health and Wellness Centre



**2,018**  
home care clients



**141,667**  
home care hours delivered





## Operational report

### – Residential aged care and respite

**SCCWA's eight residential aged care homes across metropolitan and regional Western Australia continue to provide purpose-built, supportive environments where residents feel safe, valued and at home. Each location offers 24/7 clinical care, designed around a person-centred approach that upholds dignity, independence and individual choice.**

SCCWA supports 476 residents in Metropolitan Perth, Kalgoorlie and Broome, including specialised High Dependency Units for mental health care in Rossmoyne and Success. Residents are encouraged to personalise their space with familiar items, creating homelike surroundings tailored to their preferences.

SCCWA also provides flexible respite care options through its residential homes and two dedicated respite centres, Donovan House Respite Centre in Forrestfield and Tony Quinlan Respite Centre in Hilton. These centres offer day and overnight care, supporting carers with essential breaks while providing enriching experiences for clients. Efforts are also underway to increase referrals to respite services via GPs, hospitals and local health providers.

In FY24/25, SCCWA secured \$784,000 in Commonwealth Government funding to expand its Dementia Respite Program. The initiative includes regular respite, education sessions for carers, and transitional support to ease the move into care environments. This is part of the National Improving Respite Care for People Living with Dementia and Their Carers Program.

SCCWA has implemented strategies to meet the mandatory Care Minute and Registered Nurse (RN) minute requirements across all residential aged

care homes. Due to a strong and stable workforce, SCCWA has not faced the same staffing pressures experienced by many providers across the sector. Our employee levels continue to meet or exceed requirements, with ongoing monitoring in place to ensure we remain compliant with these legislated changes. SCCWA continues to provide person-centred care, ensuring residents receive the right level of clinical and personal support, with funding aligned to individual needs. To support this, SCCWA uses systems to enable more accurate tracking of changes in resident care needs or when an AN-ACC reassessment may be needed. This proactive approach not only ensures residents receive care tailored to their evolving needs but also supports strong, sustainable funding outcomes, allowing SCCWA to continue delivering consistently high-quality care.

In parallel, SCCWA is focused on strong occupancy through targeted marketing and referral strategies. Weekly communications to key referrers have been established, with positive results emerging in locations such as Broome. Broader efforts to build partnerships with social workers and placement consultants are underway to improve visibility and streamline pathways into care. As a result, SCCWA's residential aged care homes are now consistently operating at over 97 percent occupancy,

reflecting strong demand, positive reputation, and effective engagement with referral networks. In line with the strengthened Aged Care Quality Standards, particularly the new Food and Nutrition Standard, SCCWA introduced an Executive Chef Manager role in February 2025 to provide strategic leadership across our residential aged care homes. This role has been instrumental in driving consistency, quality, and innovation in food services across the organisation.

Since the role commenced, significant progress has been made in aligning food operations with best practice. This includes the development of updated food service policies and procedures, a revised food safety program, and the introduction of new texture-modified

menus to better support residents' dietary needs. These changes have not only enhanced clinical outcomes but have contributed to a more dignified and enjoyable dining experience.

A key initiative this year was the rollout of practical training workshops, delivered in collaboration with the Learning and Development team. These sessions focused on food plating and presentation, particularly for texture-modified meals, and encouraged employees to consider the dining experience from the resident's perspective. This approach reflects our commitment to creating meals that are not only nutritious but also visually appealing and served with empathy and respect.





Operational report  
– Residential aged care and respite continued

In October 2024, the Barrgana Wing at Germanus Kent House (GKH) in Broome was officially reopened with a traditional smoking ceremony led by Yawuru Elder Aunty Dianne Appleby. Closed during the pandemic due to workforce shortages, the wing underwent extensive refurbishment to meet growing aged care demand in the Kimberley. Works included painting of walls and ceilings, installation of new air conditioning, upgrades to the call bell and fire detection systems, new beds and bedroom furniture, refurbishment of common area furniture, and a deep clean throughout.

To reflect the cultural significance of Barrgana, meaning “cold season,” Aboriginal artwork was commissioned and a culturally specific menu was introduced to support inclusive care for First Nations residents. Tailored training on Yawuru culture has also been introduced at GKH and Bran Nue Dae, delivered by a Yawuru Elder to strengthen cultural safety. This training covers traditional values, kinship, communication, and cultural protocols, enhancing employee understanding and supporting safer, more respectful care environments.

CEO Clare Grieveson and COO Sandra Waters pictured with SCCWA employees at the opening of the Barrgana Wing.



47,783  
respite hours  
at respite centres



476  
residents



81%  
food satisfaction



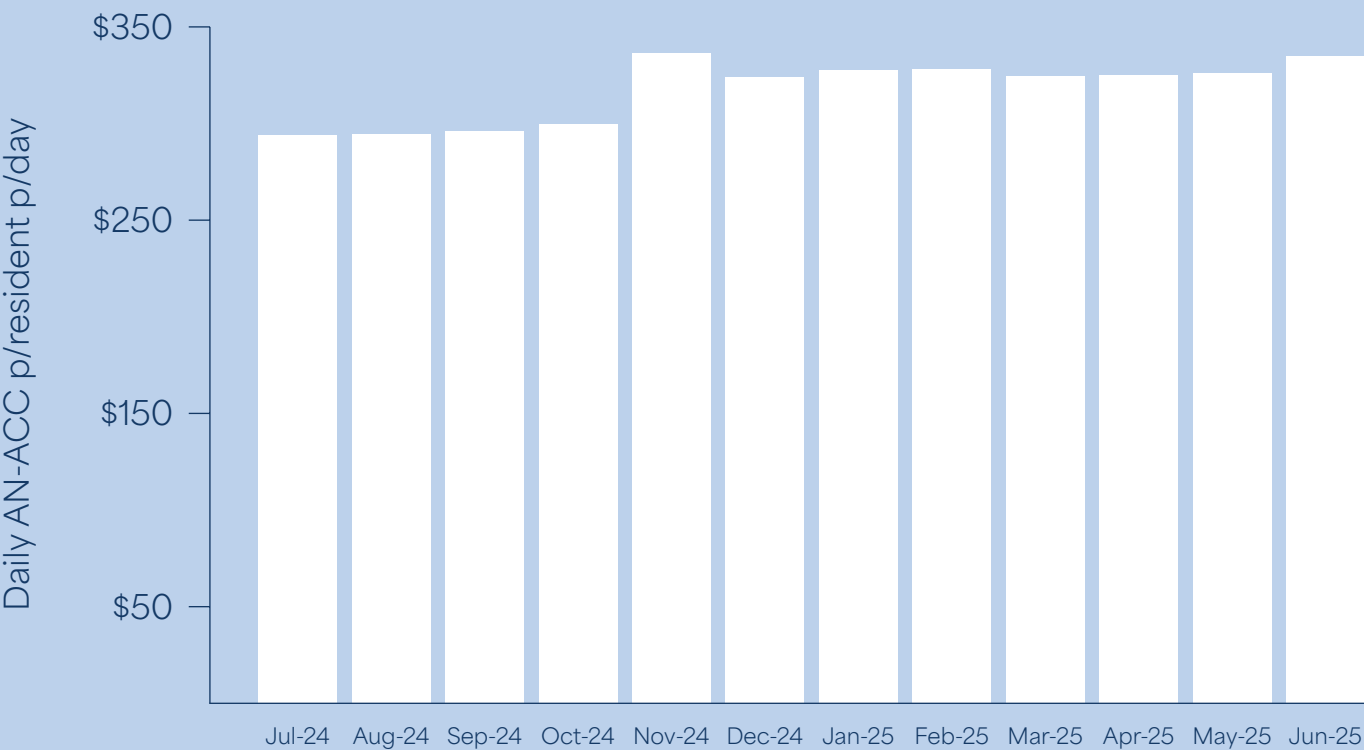
97%  
occupancy



\$52,106,531  
AN-ACC revenue

Daily AN-ACC Revenue FY24/25

Revenue per occupied bed day, which mainly comprises Australian national Aged Care Classification (AN-ACC) funding has improved this year from \$293.81 to \$334.63.





Operational report  
– Retirement living

From our most senior resident, aged 99, to our youngest community member at 58, SCCWA’s retirement villages are home to 603 residents who enjoy safe, independent living in vibrant, supportive communities.

Across seven villages in the Perth metropolitan area, SCCWA provides quality retirement living that fosters connection, peace of mind, and wellbeing. Each village is supported by a dedicated village manager and active resident and social committees, who contribute to a sense of community and ensure resident connection.

This year, our retirement living portfolio continues to perform well. On average, villas were on the market for four weeks, with 35 villas refurbished and settled, and 50 new residents welcomed into our communities. Villa occupancy remained high at 95-100 percent across all locations with active waitlists, reflecting strong demand and a reputation for well-maintained, community-oriented environments.

The success of our refurbishment program, combined with streamlined sales processes and enhanced presentation standards, has not only reduced costs associated with vacant properties but also added vibrancy with new residents in our villages.

Our residents enjoy the freedom of independent living, combined with the reassurance of a supportive environment and proximity to health and aged care services where needed. This year, we continued to promote aging in place, supporting integration between retirement living and home care services for those wishing to remain in their homes for longer.

The passing of the Retirement Villages Amendment Bill 2024 on 5 November 2024 was a key regulatory milestone, introducing major reforms aimed at improving transparency, consumer protections, and financial fairness for residents. In Western Australia, key changes include clearer disclosure requirements before entry, mandatory payment of exit entitlements within 12 months, new rules around maintenance responsibilities, and stricter processes for village closures or major changes. These changes aim to support residents to make more informed decisions and strengthen their rights throughout their time in a retirement village.

SCCWA has undertaken detailed planning to ensure full compliance with the updated retirement villages legislation. We also invested \$200,000 in capital improvements across villages, including garden upgrades with water-wise native planting, interior refurbishments and communal space enhancements. Additionally SCCWA funded the replacement of capital items such as hot water systems. These works ensure that our villages remain welcoming, appealing, comfortable and functional for both new and long-standing residents.

Community and connection

Retirement living at SCCWA is more than accommodation. It’s about creating an environment where residents feel valued, connected, and engaged. Regular social events, interest groups, and wellbeing activities are an integral part of life in our villages, and many are initiated and led by residents themselves.

Strengthened resident communication continues to improve transparency, service responsiveness and community participation. The appointment of a manager of retirement living has further enhanced support for our on-site teams, strengthening service delivery and coordination.

Looking ahead, SCCWA remains focused on maintaining high-quality housing

options for older Western Australians, while adapting to the evolving expectations of a new generation of retirees. With strong foundations in place and a clear commitment to community, we are proud to support residents to live independently, meaningfully and on their own terms.



603  
Retirement living residents



35 Villas  
refurbished and sold (including Faulkner Park)





## Operational report

### – Mental health and disability services

#### SCCWA delivers a broad range of mental health services to support individuals experiencing mental illness, as well as their carers and families.

Our programs are designed for adults aged 18 to 65 who have a diagnosed mental illness or are navigating mental health challenges.

Support is provided across three residential facilities and through community-based programs, including our Community Mental Health program and Family and Carer Support program.

SCCWA is also a registered provider under the National Disability Insurance Scheme (NDIS). Through our disability services, we support people living with disability to build independence and participate in community life.

SCCWA continues to deliver person-centred programs that focus on individual strengths, personalised goals, and pathways to recovery. This year, we secured an additional \$150,000 in funding from the Mental Health Commission, enabling us to expand services and extend support in the South Metro region.

Our residential mental health program, delivered across Stirling, Claremont and Bentley, provides structured support for individuals transitioning from long-term hospital stays. Clients are supported to build independent living skills and engage in everyday activities such as shopping and cooking. In FY24/25, three clients successfully graduated from the program, marking key milestones in their recovery journey.

Community-based support also remained strong, with 138 clients assisted through the Community Mental Health and Disability Program. A further 40 carers were supported through the Family and Carer Support Program, and services were provided to 39 clients under the NDIS.

Wellbeing initiatives were also expanded, including healthy eating and meal planning activities that encouraged clients to cook and share meals together. These initiatives promoted both practical skills and social connection, supported by the distribution of a healthy recipe book for ongoing nutrition planning.

SCCWA Mental Health Week event





Operational report  
– Mental health and disability services continued

Community Mental Health Program

The Community Mental Health Program continued to deliver flexible in-home support to adults aged 18 to 65 living independently across the Perth metropolitan area.

Our Recovery Partners work alongside clients to help them achieve their individual goals, rebuilding confidence, relearning essential skills, and reconnecting with the community through social supports and structured recovery planning. This approach remains central to improving outcomes and supporting sustained progress in the community.

Family and Carers Program

SCCWA’s Family and Carer Support Program provides practical and emotional support to those who care for a loved one living with mental illness. Recognising the vital role carers play, the program offers access to resources, peer support, and a safe space to share experiences.

This year, we delivered 11 support groups, reaching up to 40 carers across the Perth metropolitan area. These sessions provided opportunities for connection, shared learning and wellbeing support, helping carers feel less isolated and more equipped to navigate their caring roles.

Community engagement

SCCWA remained actively engaged in the mental health and disability sector through participation in a range of community events. This year, our teams took part in the WA Mental Health Conference, Mental Health Week, and Community Fair Day, helping raise awareness, share insights, and strengthen community connections.

We also hosted open days and local engagement events to promote inclusion, share information about our services, and build stronger relationships with clients, carers, and partner organisations. These initiatives support our goal of creating welcoming, informed communities where people feel empowered to seek support and stay connected.

Feedback from clients and families continues to reinforce the value of the work delivered. In the most recent survey, clients consistently shared that they feel safe, respected and supported by the care provided, highlighting the impact of a person-centred approach.



25

Community Options Program clients



40

Carers participating in our Family and Carer Support Program



3

Clients graduated from the Community Options Program



5,159

Hours of community support for family and carers of clients with a mental illness or disability



138

Community Mental Health Disability Clients



10,579

Hours of community support for clients with a mental illness or disability

## Our extraordinary consumers

At SCCWA, our consumers are at the heart of everything we do. Whether living in a residential aged care home, accessing home care or mental health services, or participating in one of our retirement communities, we are committed to delivering care that reflects dignity, personal choice and what matters most to each individual.

This commitment is central to our Strategic Directions 2023-2027, where Consumers at the Centre is one of our guiding pillars, ensuring that every decision we make starts with the voice, needs and experience of the people we support.

This year, SCCWA developed its Consumer Engagement and Experience Framework, a significant milestone in our commitment to delivering person-centred care. The framework defines what a positive experience looks like at SCCWA and sets out how we partner with residents, clients, and families to continuously improve service quality. It also clarifies the role of employees in enabling meaningful engagement and offers practical guidance on how to embed these principles in everyday interactions.

Throughout the year, residents and clients actively participated in Consumer Advisory Groups, family and resident meetings, Tenant Advisory meetings, strategic workshops and project engagements, shaping service improvements and informing future planning. As we move forward, we will begin mapping current and future consumer journeys, ensuring that experiences across all services reflect not just expectations, but our promise to deliver extraordinary care.

Our Consumer Advisory Committee (CAC) continues to be a central voice in this work, providing valuable insights that shape communication, care and service design across SCCWA. In FY24/25, CAC members participated in two key engagement workshops. The Your Everyday Extraordinary workshop explored what truly matters in the lived experience of care. Consumers shared that it is often the simple, personal moments, being greeted by name, having preferences remembered, or enjoying shared routines, that define quality care. These reflections are now helping inform our approach to experience mapping and will be integrated into onboarding and employee training across service areas.



Top L-R: Graham Murray, Jo Cockram, Marg Fisher, Ray Hammond, Ross Scholtz, Damien Albrecht. Bottom row L-R: Alma Cabassi, Cindy Armstrong, Fran West, Noel Ashcroft.

In the Improving Communications workshop, consumers identified a number of opportunities to enhance how and when we communicate with them. These included clearer processes for feedback follow-up, consistent points of contact, better orientation information for new clients and families, and practical tools like visual aids, checklists, and mobile-friendly updates. In response, SCCWA is progressing initiatives such as communications boards in residential homes, text reminders for home care appointments, and revised onboarding materials across programs.

Looking ahead, SCCWA is committed to deepening its consumer partnerships. We will continue to focus on co-design, feedback integration and shared decision-making, ensuring that services are not only safe and high-quality but shaped by the people who use them. Our reform readiness efforts, including preparation for the new Strengthened Aged Care Standards and Support at Home, are being informed by lived experience, because what's extraordinary to our consumers is what is important to us.



Extraordinary never  
settles for ordinary.



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