



Barossa Village
people at our heart

Annual Report 24 25

A red tour bus is shown from a side-front perspective. The bus is decorated with vibrant Aboriginal art, including a large yellow and orange circular design on the side. Text on the bus includes "EMERGENCY EXIT" in red on the roof, "Experience the Barossa Village difference." in white script on the side, and a large white graphic of a kangaroo on the front. The bus is parked on a paved road with green grass and trees in the background.

Acknowledgement of Country

This land is a traditional meeting place of the Kaurna, Peramangk and Ngadjuri nations, all who share an enduring connection with the Barossa Valley region. Today, we acknowledge and draw on the wisdom of all Elders; those of First Nations descent, and those who are new to our country. It is this unfolding knowledge that guides us in how we take responsibility and shape a future that respects country, culture and community.

A large, stylized white kangaroo graphic is centered on a light gray background. The kangaroo is depicted in a simple, geometric style, facing right.

ANNUAL REPORT 2024-2025

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COLLABORATION
CREATIVE THINKING
COURAGE
COMPASSION



Who Are We?

For more than six decades, Barossa Village has been at the heart of the Barossa community. As a not-for-profit, community-owned organisation, we have grown alongside our region, earning trust and respect for our dedication to serving older people and their families. Today, our work spans independent retirement living, in-home care, and residential and respite care, all connected through a shared purpose to create more good days for every person who calls Barossa Village home.

We are proud to play a leading role in shaping the future of ageing in the Barossa. Our mission to promote, protect, and enhance the health and wellbeing of the greater community sits at the centre of every decision we make. It informs our strategies, partnerships, and daily actions as we continue to evolve within a changing aged care landscape.

Our vision is to lead the way in creating a diverse and interconnected model of care that empowers people with choice, belonging, and opportunity. Guided by our values of creative thinking, collaboration, courage, and compassion, we act with purpose, kindness, and a commitment to excellence. These values are more than words. They shape how we show up each day, how we care for one another, and how we build a stronger, more connected community together.

Our Vision

To strive to lead the way by creating a diverse, integrated and connected model of care that provides unparalleled life choices.

Our Mission

To be a socially responsible organisation that exists to promote, protect and enhance the health and wellbeing of the greater Barossa community.

Our Values

To foster Collaboration, Creative Thinking, Courage and Compassion.

Chairperson's Message



Helen O'Brien
Chairperson



Matt McCulloch



Phil Armstrong



Sally Collings



Trudy Vaughan



John Angas



Barb Storey

Barossa Village Board Chairperson | *Helen O'Brien*

Barossa Village and the Board have every right to be pleased with continuing developments across this year. We see advances in key governance areas, including clinical care for our residents, improvements in assets for our independent living residents, financial stewardship, staff wellbeing and external relationships. This places our organisation in a strong position for the future and particularly for Barossa Village's wellbeing in uncertain and changing times.

As a result of consultation and dialogue with residents from our independent living units, through the Community Advisory Board, a new strategy for the refreshment of units has been worked through at the policy level and commenced through Barossa Village management. This means that longer-term residents in independent living units can look forward to significant renewal of their homes, such as one would expect in privately owned properties. The Board is particularly pleased with this progress.

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The Chairperson's message continued.

With an eye to the future, plans are well underway for the next cluster of replacement units.

A major focus for our organisation is the care and wellbeing of the people in the Residency. This aspect of Barossa Village's mission is at the forefront of our governance. The Board's role includes ensuring that the care of our residents meets the standards set for aged care facilities, efficient financial stewardship and the provision of best working conditions for staff. I am pleased to report that the Board has been successful in all responsibilities for our residents. The Board continues to be grateful for the staff and volunteers who create the outstanding environment that is our Residency. Life at our Residency reflects the best of life more generally. Our online social presence documents the innovation, commitment and energy that you will see and feel on entering the Residency.

During this year, the Board has continued to plan for our major development that we currently call 'Heritage Park'. We are waiting for the Federal Government's response to our submission for funding to build some 100 living units within a community structure and framework. We have enlisted project planners of the highest ilk to support us in this ambitious plan. We have had significant support from Federal and State politicians, council, regional development bodies and others associated with our ideas. This is a major development plan for Barossa Village, our Barossa region and the state. We are intent on ensuring that the project reflects the best of what can be provided within a village model that is inclusive of people at all stages of life, health and medical services, learning opportunities, research, wellbeing and the type of lifestyle that we all look for and deserve. We are ready to proceed!

Chairperson's Message

The Board is extremely grateful for the leadership exercised by our Chief Executive Officer, Ben Hall and his Leadership Team, Sam Mason and Matt Kowald. They, along with our wonderful staff, volunteers and contractors make Barossa Village the successful entity that it is. I also thank my fellow Board members. Each of them is deeply committed to the wellbeing of Barossa Village and its peoples, and brings expertise and wisdom to the table. Thank you.

Barossa Village Board Chairperson | Helen O'Brien



Ben Hall
Chief Executive
Officer



Sam Mason
General Manager
Corporate Services



Matt Kowald
General Manager
Integrated Care

Barossa Village Chief Executive Officer | *Ben Hall*

It gives me great pleasure to share the achievements and successes of Barossa Village for the 2025 financial year, and to highlight what lies ahead.

Financially, we have continued our strong performance, achieving an operational surplus of \$843k. This was driven by maintaining optimum occupancy levels across all facilities, increasing care services within the community, and ongoing investment in workforce development and compliance. A clear standout for the year was the Residency, delivering an operational surplus for the first time in more than a decade.

Our Annual and Financial Report provides more detail, but an overarching theme guiding our success has been partnerships and collaboration. Through our relationships with clients and residents, peak bodies, and like-minded organisations, we have continued to strengthen and improve the services we provide.

CEO's Message

We began the financial year by celebrating our 60th anniversary of service to the Barossa community. More than 200 people joined the celebrations, each bringing their own story, some old and some new, but all part of the continuing story that will be shared for generations to come. The importance of storytelling has been a defining feature this year, as we have captured and celebrated the old to write the new.

This principle guided the reauthoring of our Acknowledgement of Country, which now recognises the importance of drawing on the wisdom of all Elders, those of First Nations descent and those newly arrived to our country. This growing understanding guides how we take responsibility and shape a future that respects country, culture, and community.

Our commitment to listening and co-designing with the community has continued to inform changes in services, developments, initiatives, and policy. One of the most visible examples of this was the creation of the co-designed gardens at the Residency. Staff, residents, and professionals came together to create a space that many hands have shaped for others to enjoy long into the future.

We also achieved a national first through our partnership with Lifeline Regional SA and Far West NSW to operate the Reusch Centre Op Shop. This collaboration will soon see the creation of a mental health connect centre, another first for our community and a testament to the foresight of those involved.

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CEO's message continued.

Looking ahead, we will soon commence construction of the next generation of Independent Living Units, incorporating new design thinking to support people living with dementia. Our partnership with The Dementia Centre continues to provide clarity on how we create not only supportive indoor spaces but also holistic home environments that maintain strong links to the community.

Throughout the year, our advisory bodies have guided our decision-making, from menus in the Residency to strategic discussions on asset renewal and recurrent charges within our Independent Living community. No topic has been off the table, and we are better for it.

As we look to the future, our strong sense of community deserves a home that matches its potential. Our activation programs have brought new life to old spaces, yet they also spark the question: what if? In the new financial year, we will celebrate the 20th anniversary of the Residency, a place that has long represented the best in aged care, innovation, and the pursuit of excellence. As we reimagine what is next, we continue to pursue funding for our Heritage Park initiative, and at the time of writing, we remain hopeful of sharing positive news before Christmas 2025.

Our successes over the past year are the result of the collective effort of many. My sincere thanks go to Helen O'Brien, Board Chairperson, and her fellow Board Members for their leadership and governance, to my colleagues Sam Mason and Matt Kowald for their honesty, thoughtfulness, and fearless pursuit of excellence, and to our dedicated staff and volunteers for their tireless efforts in delivering the best possible care. You are the reason Barossa Village continues to move forward and create more good days for our residents and community.

Barossa Village Board CEO | Ben Hall

CEO's Message



Celebrating Success

Barossa Village continues to take pride in being one of the largest employers in the Barossa region, with steady growth in direct employment. During 2024–25, we welcomed 67 new employees, contributing to a 2% increase in our workforce and consolidating the strong growth achieved the previous year.

This year saw the realisation of our ongoing investment in staff wellbeing and safety programs. Our Early Intervention Program and focus on full Return-to-Work clearances have made a measurable difference, with active claims reduced from 13 at the start of the year to just 5 by June.

Recognising the ageing population and the opportunities this brings for employment and business in aged care, we have continued to build partnerships that promote pathways into the sector. This included participation in local high school careers expos, intergenerational learning activities, and our new “Contractors Who Care” lunchtime sessions, where community members and businesses learn more about working with purpose.

To support our staff in delivering quality care, we reintroduced bi-monthly skills training days to ensure every team member has the tools, confidence, and up-to-date knowledge needed to meet evolving care standards.

Our people continue to strengthen Barossa Village's reputation as a sector leader. Through the stories we share and the outcomes we achieve, we have seen remarkable growth in visibility and engagement, including a 483% increase in media coverage, 247% growth in LinkedIn followers, and an average of 100 engagements per Facebook post, with over 98% positive sentiment. These results reflect genuine community trust, loyalty, and pride in the work we do.

Sector recognition followed, with Barossa Village receiving the **ACCPA National Award for Excellence in Consumer Focus and Care**, our first **front-page media feature** celebrating the co-designed Residency gardens, and a **state conference speaker invitation** for our “More Good Days and Community-Led Care” presentation.

Finally, our gratitude extends to our volunteers, the heart of our organisation. They bring far more than their time. They bring stories, laughter, kindness, and patience. They sit quietly with someone who needs company. They lend a hand without being asked. They show up, rain or shine, expecting nothing in return except to make someone's day a little brighter.

261 Employees with 43 celebrating over 10 years of Service

Appointment of our second DAMA-associated nurse

Achieved a 4-star rating

People
& Culture

Financial Highlights

Financial Performance

In the 2024-2025 financial year, Barossa Village achieved a strong financial performance, underpinned by strategic initiatives and operational efficiency. A clear standout for the year was the Residency delivering an operational surplus; the first time in over a decade, supported by progressive and sustainable increases in our delivery of community care services.

7.2% increase in revenue

Operational surplus of \$843k | Up 84%

Facility occupancy rates continue to exceed 90%

Milestones & Achievements

- **Revenue Growth:** Total revenue reached \$30 million, representing a 7.2% increase from the previous year. This growth was driven by an increase in services provided to our Home Care Package clients and optimised AN-ACC funding. Occupancy in our Residential Care and Independent Living Units remains at optimal levels, contributing to ongoing sustainability.
- **Expenses:** Total operational expenses were \$29 million, up 10.4% from the prior year, reflecting investments in workforce development and compliance with industry standards.
- **Operational Surplus:** We recorded an operational surplus of \$843k. Whilst this is a substantial downward shift from 2023-2024 as reported, in real terms, it represents an increase of 84% in the absence of extraordinary events.
- **Investment Strategy:** The ongoing implementation of a revised investment and treasury management policy has delivered a further 12.7% increase in interest income, totalling \$403k. This approach ensures continued capital preservation while supporting growth initiatives.

Building The Future

Throughout 2024–25 we have continued to achieve best-in-field outcomes, keeping Barossa Village at the forefront of aged care services in our region.

3,999 maintenance tasks completed | Up 23%

2,200 community hydrotherapy pool visits | Up 15%

\$2.4 million Buna Kokoda redevelopment completed

Next generation of Independent Living homes underway

Heritage Park advocacy strengthened

Residency gardens co-designed with residents

Completion of the **Buna Kokoda Redevelopment**

Barossa Village transformed an unviable piece of land into something remarkable, completing our Buna Kokoda redevelopment. Two outdated homes on a landlocked site were replaced with five purpose-designed residences that extend our community and reflect the future of independent living.

The redevelopment represents more than new housing. It provides a foundational blueprint for contributing to housing resilience in regional South Australia. These new homes support residents to age in place, remain connected to their community, and, through the rightsizing of homes, enable others to join our community. It redefines the role of an aged care provider in a regional setting, demonstrating how thoughtful design can strengthen both independence and connection.

Co-Designed Gardens at the Residency

We were proud to open our new garden spaces at the Residency, co-designed and created with residents.

This project reinforces that our Residency is not simply a medical facility. It is a vibrant neighbourhood filled with warmth, connection, and personal touches that make it uniquely special.

Co-design is now deeply embedded in the Barossa Village philosophy. It shapes how care is delivered and how environments are created, from the artwork on the walls and hand-painted tables to the outdoor spaces residents enjoy each day.

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Planning the **Next Generation of Independent Living**

Barossa Village has shared the next generation of seniors living as part of our renewal of ageing housing stock, meeting both current and future needs.

The purpose-built homes set a new standard for retirement living, blending innovation, sustainability, and compassion. Located at the gateway to what will become our Heritage Park Precinct, the project reflects our values and embraces the evolving needs of older Australians.

Designed with accessibility, dementia-friendly principles, and ageing in place in mind, these light-filled, spacious homes combine the familiar with the contemporary. They support comfort, dignity, and connection, setting a new benchmark for the renewal of our housing stock.

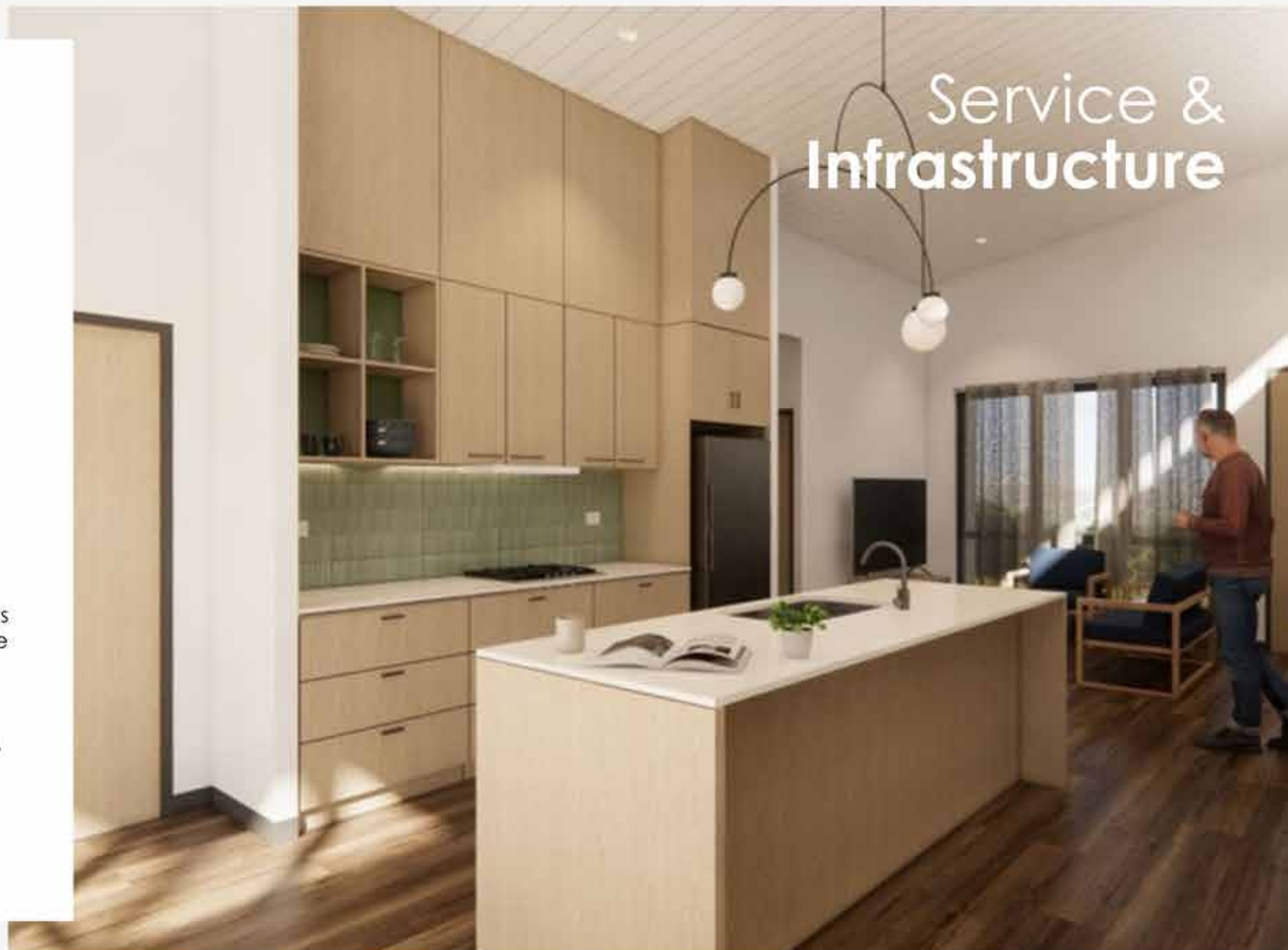
Heritage Park

A Place to Thrive, Grow, Connect and Belong

We have continued to advocate for funding through the Australian Government's Regional Precinct Partnership Program to commence the Heritage Park project. This initiative responds to the growing pressures in regional South Australia, including the increasing demand for aged care services, the shortage of affordable and adaptable homes, and workforce gaps in health and allied services.

Heritage Park will bring together all that we have learned and all that we aspire to. We are poised and ready to deliver, with land secured, an experienced South Australian team in place, and partners committed. This project will once again be shaped through co-design and deep community engagement to create a sustainable precinct that enhances the character of the Barossa and strengthens opportunities for all who call it home.

Service & Infrastructure



Enhancing Care

Our Commitment to *More Good Days*

We have continued our commitment to #MoreGoodDays, fulfilling our responsibility to the wellbeing of our clients and residents. Our focus this year has been on embedding a reablement approach, helping people reconnect with the activities and interests that bring them joy in their homes and across the wider community.

We've created opportunities for residents and clients to engage with local life through featured calendar events, including the Tour Down Under, the Barossa Christmas Parade, the Barossa Vintage Festival and Ziegenmarkt, and our own monthly Community Market.

Our first-ever participation in the SALA Festival, through the Community Art Experience, created a vibrant atmosphere that resonated with every visitor. It provided a platform for local artists to showcase their talent and passion, and it strengthened our connections across the region.

Programs, groups, and workshops continued to enrich our community in creative and engaging ways, building excitement and confidence. From herb gardening and cultural weaving to online safety and cyber awareness sessions, there was something for everyone to explore and enjoy.

Hydrotherapy healing classes offered more than physical benefits, helping participants reduce stress and improve overall wellbeing. Resident-led cards and games groups kept minds active, boosted memory and focus, and encouraged social connection.

Our community celebrations spanned the year, recognising the people who make Barossa Village special. We celebrated our volunteers for their tireless contributions, honoured our nurses on International Nurses Day, and acknowledged every staff member on Aged Care Employee Day. We marked ten years of our Independent Living Unit Happy Hour and celebrated sixty years of Barossa Village in the Barossa community.

121 Residential Care Residents | 90%+ Occupancy maintained

220+ minutes of care | Delivered per person per day at the Residency

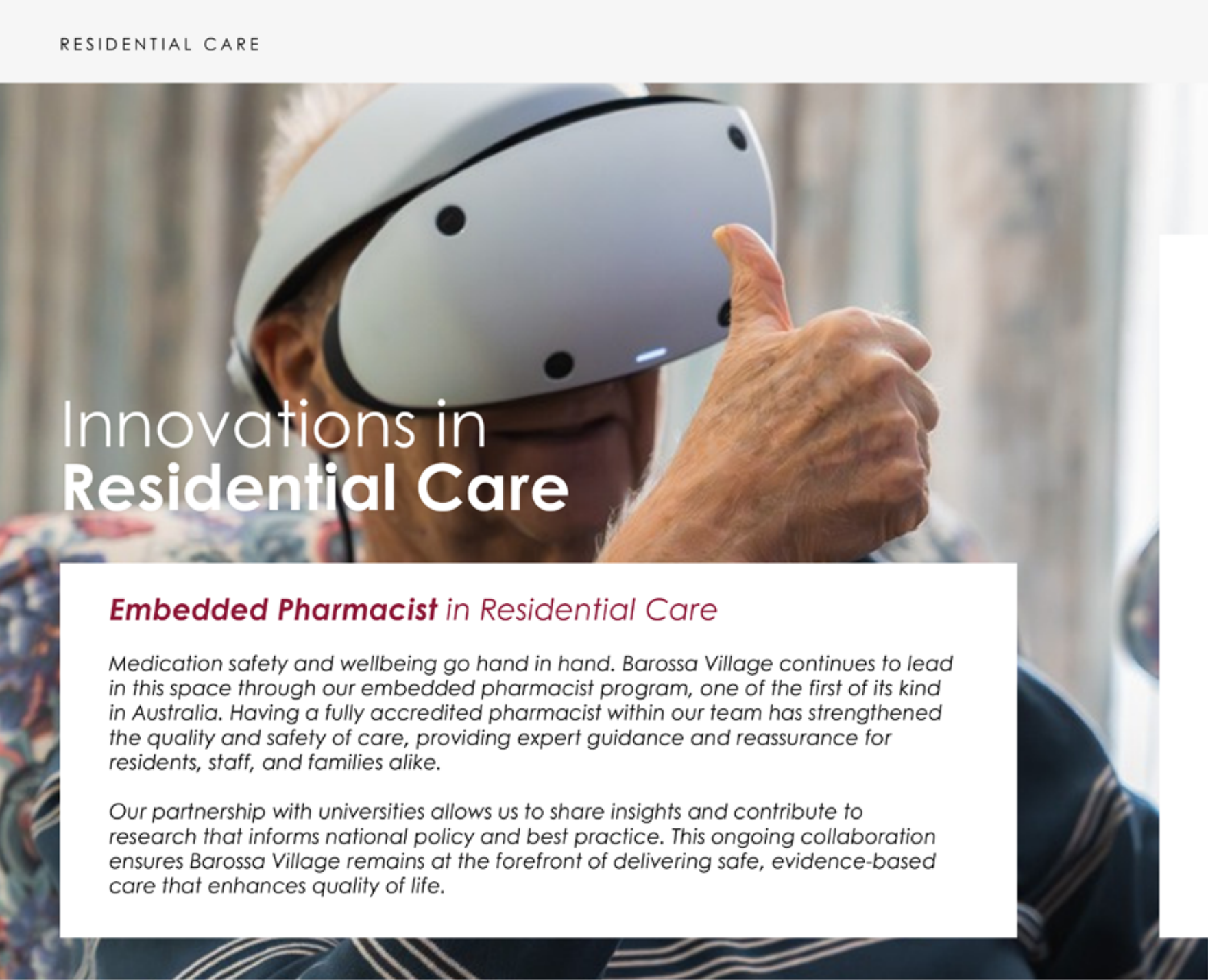
200+ Home Care Clients | Up from 175 last year

51,000+ Home Care Hours | Up 10% to over 4,300 hours each month

195 Independent Living Units | Fostering connection

421 CHSP Clients | Supported in the community

1 new bus, "Howie" | New pathways for connection



Innovations in Residential Care

Embedded Pharmacist in Residential Care

Medication safety and wellbeing go hand in hand. Barossa Village continues to lead in this space through our embedded pharmacist program, one of the first of its kind in Australia. Having a fully accredited pharmacist within our team has strengthened the quality and safety of care, providing expert guidance and reassurance for residents, staff, and families alike.

Our partnership with universities allows us to share insights and contribute to research that informs national policy and best practice. This ongoing collaboration ensures Barossa Village remains at the forefront of delivering safe, evidence-based care that enhances quality of life.

Simple Food Ordering

Creating moments of choice and enjoyment around food continues to be a key focus in our Residency. A new Simple Food Safety Management and Consumer Meal Ordering System is now enhancing the way meals are ordered, prepared, and enjoyed. The platform strengthens food safety processes, reduces waste, and empowers residents to select meals that truly reflect their preferences.

This initiative also supports our commitment to the Maggie Beer Foundation program, celebrating flavour, nutrition, and the joy of food. By embedding these principles into daily life, we are ensuring that dining remains a highlight of each day and an experience shared with care.

Standing Tall Program

Barossa Village partnered with Neuroscience Research Australia (NeuRA) to introduce the Standing Tall falls prevention program, an innovative approach to supporting mobility and confidence in older adults. Delivered via iPad, the program offers evidence-based, personalised exercises that help participants improve balance, coordination, and strength.

Standing Tall has already shown positive results across both Residency and Community settings, reducing falls and helping residents and clients feel safer and more independent in their daily lives.

Collaboration

Truly collaborative teams act in a way that is inclusive. This is done through listening, learning, understanding and encouraging the people around us to be at their best. Our future success relies on our ability to work together.

The Next Generation of Independent Living Dementia Centre

A new partnership with the Dementia Centre marks an important step forward in enhancing the quality of life for people living with dementia in our community.

This collaboration creates exciting opportunities to deliver and maintain environments that help people stay at home longer, which is something deeply valued by residents and families alike.

The partnership reflects our commitment to excellence and innovation by integrating dementia-friendly design into both new and existing homes. These environments prioritise safety, simplicity, and familiarity, helping residents live independently with dignity. The guiding principles of this work are already shaping several key Barossa Village projects and setting the foundation for even stronger outcomes in the future.

*A National First Partnership with **Lifeline***

Barossa Village is leading the development of Australia's first co-branded Lifeline Connect Centre, offering free, no-referral, walk-in psychological support when it is needed most. The initiative is delivered in partnership with Lifeline Regional SA and Far West NSW and supported by the Enhance Barossa Mental Health Steering Committee.

The first phase began with the transformation of the Barossa Village Op Shop at 24a Murray Street, Nuriootpa, into a shared Barossa Village and Lifeline space. This vibrant community hub continues to offer great shopping and volunteering opportunities, but now every purchase and donation directly supports crisis intervention and mental health services.

This is not just retail with heart. It is retail that saves lives. And this is only the beginning. Over time, this site will evolve into a full Connect Centre providing immediate, barrier-free counselling services at no cost and without delay, with open doors to anyone who needs support.

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Collaboration

Supporting Homefulness with CentaCare

Barossa Village and CentaCare have come together through a meaningful collaboration that gives people at risk of homelessness a place to call their own.

Together, we completed the transformation of a disused two-sleep unit into transitional housing that supports homefulness, the experience of having safety, privacy, control, and confidence, no matter your age or stage in life.

Through this collaboration, CentaCare supports the nomination of people who need housing stability, extending care and opportunity to the wider community. While still at its beginning, this work has the potential to grow far beyond housing. It could create

- temporary accommodation in times of need
- volunteering opportunities that build connection and skills
- training and employment pathways that foster independence and help people contribute to their community

This collaboration represents community empowerment in action, building belonging and creating lasting, systemic change.

Maggie Beer Foundation

Partnerships that celebrate the joy of food continue to inspire and shape our approach to care. Our 18-month Trainer Mentor Program with the Maggie Beer Foundation focused on enhancing kitchen skills, food quality, and the dining experience for residents.

Barossa Village was among the first organisations to complete the program and has served as a reference site for other aged care providers. The program concluded with a special lunch attended by Maggie Beer, the Foundation team, residents, Board members, and staff, a celebration of learning, collaboration, and shared passion for good food.

Its legacy continues through every meal served at Barossa Village, bringing flavour, freshness, and delight to the table each day.

Resident Representatives

Listening to residents and involving them in the design of services is an essential part of how we deliver care at Barossa Village. Genuine engagement helps ensure that what we offer not only meets needs but reflects personal preferences and enhances daily life.

Our Resident Wing meetings, led by residents and supported by staff, continue to be an important forum for conversation, connection, and collaboration. These meetings bring residents together to hear updates, share ideas, and raise topics that matter to them. Insights gathered from these discussions are shared at the Resident Representative Group meetings, where representatives from each wing come together to explore opportunities and influence improvements across the Residency. The conversations are lively and meaningful, shaping everything from the way our programs run to how living spaces feel and how services are delivered.

One example of this engagement in action is our Food Focus Group, formed through the Resident Representative Group. Meeting quarterly, the group works closely with our hospitality team to review menus and share feedback. Their favourite part is the "Cook's Table" sessions, where residents sample new recipes and contribute directly to future menu selections. It's a shared experience that celebrates good food, good company, and the joy of having a say in daily life.

Consumer Advisory Bodies

Our Independent Consumer Advisory facilitators, Brenton and Barbara Chappell, continue to play an important role in supporting resident and client voice across Barossa Village.

Brenton and Barbara share that "over the past 12 months the three Barossa Village Consumer Advisory Bodies (CAB) have continued to evolve in their own unique way; and at the same time, have become integrated through the capturing of all the categories that have meaning for our clients and residents including safety, wellbeing, care, independent living, transitioning and information to guide conversations going forward, focusing on health and wellbeing; and help us to plan the meetings around topics that are important to the residents."

The Consumer Advisory Bodies continue to be an important forum for open discussion and collaboration, ensuring residents and clients are heard and meaningfully involved in decisions that shape their experiences.

12 meetings held in FY2024/25

175 residents and clients attended

Resident Inclusion

Residents' Association (BVRA)

President's Message | *Mr John Irlam*

Thank you all for attending and showing your interest in the BVRA, which is a very important link between the ILU residents and B.V. Management.

It has been a very productive year, and the committee has represented residents in discussions with Management on a number of issues. A summary includes the following

1. Maintenance, procedures and communications and steps for improvement.
2. Aged Care Act reforms as they will affect ILU residents.
3. Maintenance and Service Fees for the coming year, which was set at annual Cost of Living plus 1%.
4. Proposed payment for B.V. Board members.
5. Change to absentee voting.
6. Annual Budget Discussion.

Detailed information can be found on file in the library.

I wish to thank the Secretary, Karen Davidson and Vice President, Rudi Koenders for their vast knowledge and support which was very helpful to me and the committee on all issues relating to Age Care.

wish to thank all the cluster reps for their commitment and support in attending the meeting. At each meeting, all reps gave a short verbal report about their cluster. It was rewarding that we all worked well as a team.

Finally, I wish to thank the CEO, Ben Hall, for attending the meeting, listening to us and giving his advice and opinions.



More Good Days.

Resident Inclusion





COLLABORATION
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COMPASSION



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Connect with us   



Barossa Village
people at our heart