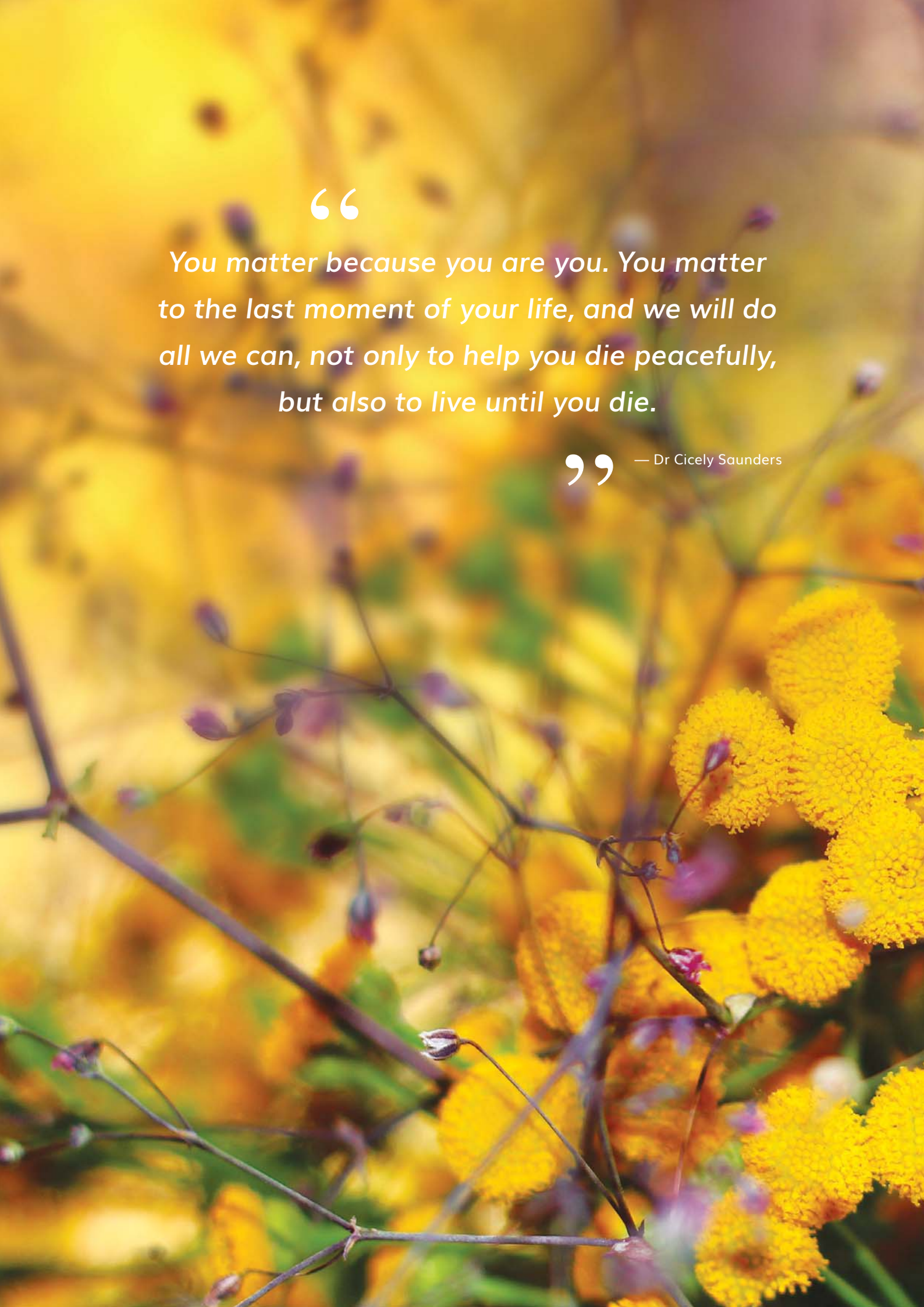
ANNUAL REPORT

2024 - 2025

Banksia
Palliative Care Service


“
You matter because you are you. You matter to the last moment of your life, and we will do all we can, not only to help you die peacefully, but also to live until you die.
”
— Dr Cicely Saunders

Contents

From our President and Chief Executive Officer 1
About Us 3

OUR TEAM
- Our Team 7
- Our Client Statistics 13
- Our Committee of Management 15
- Our Team Acknowledgements 17
- Our Volunteers 19

OUR COMMUNITY
- Engaging with our Community 23
- Our Donors and Supporters 25

OUR BUSINESS
- Being a Business for Purpose 29
- Quality and Evidence 30

FINANCIAL STATEMENTS 32

John Richardson
PRESIDENT
Committee of Management

Michelle Wood
CHIEF EXECUTIVE OFFICER

From our President and Chief Executive Officer

Banksia Palliative Care: It's the little things...

We live in a world where big companies and organisations often have the loudest voice – they have the most resources, power and influence. However "big" is not always better; it's easy to forget the quiet strength and impact of small things - history, science, and everyday life repeatedly show us that ***it's the little things*** that make the difference – the tiny decisions, brief moments, simple acts, small gestures and gentle voices - the little things... it's acts of care, moments of comfort, expressions of kindness, or small community organisations with a clear and ambitious intent - like Banksia, that make a real difference.

Care is the cornerstone of who Banksia is, and what we do. In leadership, care builds trust. In relationships, it nurtures security. In communities, it fosters belonging. When people feel cared for, they feel seen, heard and understood. At Banksia, through another year of growth and high demand, we have focused on the little things - the small details that makes our care person-centred, our clients feel safe and our team feel valued – we have fostered trust, collegiality, confidence and belonging.

Caring leaders are present, act with integrity, provide encouragement and hope, and create space for others. They are thoughtful, build trust, inspire, and shape culture. They know the little things, when done with intent, create a ripple effect that transforms teams, organisations, and lives, which is what our "little" service has done yet again this year. We are proud to be leaders in palliative care; we know and have demonstrated again this year, that effective and enduring leadership is not about size, but about consistent acts that build trust, connection, and respect – attributes that make us so appreciated by our clients and carers, valued partners to our health colleagues and admired by our palliative care colleagues.

We spent the last year looking inward and developing caring leaders. Our strong, cohesive and

dedicated senior management team, which includes a new People and Culture Manager position have led our business with a focus on promoting a secure and connected workplace. We have invested in our team, developing their skills and capacity in communication, person-centred care and diversity. Our volunteer team has been expanded, further increasing our ability to support our clients and carers and we have partnered with other caring leaders, choosing like-minded external experts to support our work.

We now look to the coming year knowing it will require prudent and thoughtful business decisions to ensure we can sustain the largest team in our history, with the highest client numbers and greatest increase in demand for our services, all in the face of significant funding constraints. We are planning for the introduction of the 'psychosocial hazard' regulations, a new aged care funding structure that includes the "End of Life pathway" funding and the re-Accreditation of our service using a new platform. We know we will need to be even more dynamic and innovative to ensure we continue to develop and deliver as caring leaders. We also know that we will do this because though we may not be large, we prove time and again, that we are mighty!

We take this opportunity to acknowledge and thank all the caring leaders who make Banksia what it is today. From our Committee of Management, who are unwavering in their engagement and support in their role in governing our business and our Consumer Advisory Panel, whose passion and dedication inspire us, to our dedicated staff and volunteers who embody care, kindness and compassion every day - each leader at Banksia knows that ***the little things don't just make a difference—they are the difference.***

John Richardson
and Michelle Wood

> ***Kindness is costless and priceless...it's hard to beat The Golden Rule as a guide to behaviour.***
>
> — Warren Buffett

About Us

Banksia Palliative Care Service (Banksia) is a not-for-profit, independent Incorporated Association, governed by a volunteer Committee of Management. Funded by the Victorian Department of Health, Banksia has been providing specialist community-based palliative care services within the Victorian local government areas of Banyule, Whittlesea and Nillumbik, in metropolitan Melbourne for over 35 years.

Our work

Our team provides specialist coordinated, holistic and individualised care to people who are living with a progressive terminal illness in their homes, and their carers and loved ones. The people we support are unique and diverse, and our model is person-centred and inclusive – all people who reside in our catchment, regardless of age, gender, religion, ethnicity or financial circumstances are eligible for our services, which are provided at no cost.
The holistic care is possible due to the efforts of our dedicated and dynamic team of:

- Nurses – registered and enrolled
- Palliative Care Consultant doctors.
- Social Workers
- Psychologists
- Massage, Physio and Occupational Therapists, and Allied Health Assistant
- Our Volunteer Coordinator and Volunteers
- Administration Officers and our
- Leadership and Senior Management Teams.

Our definition of Palliative Care

Care that is active, supportive and individualised. Our focus is to enable people with a progressive terminal illness or condition to live their best life. Without assumption or judgement, we provide uniquely person-centred services, based on individual beliefs, preferences and priorities.

With a true commitment to holistic care, we address the physical, psychological, social, emotional and spiritual needs of the person we are caring for, and we support their families and carers through times of challenge and vulnerability, as we recognise their importance as they navigate what is often new and unknown.

Our Vision

Every person accesses and receives exceptional, personalised palliative care support at the right time, and in the right place.

Our Mission

To provide exceptional palliative care services that assure quality of life, dignity in death, and support in bereavement.

Our Values

Excellence
Respect
Integrity
Collaboration

We strive for **excellence** in everything we do; we act with **integrity**, **respect** others always and our **collaborations** makes us stronger and better, and ... *we never lose sight of what's important.*

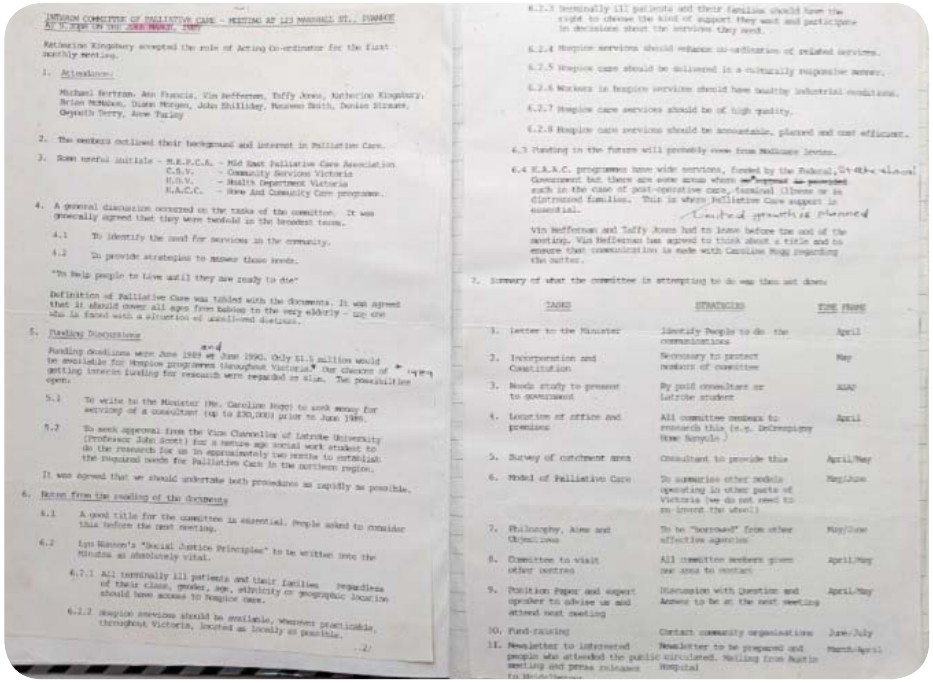
About Us

It's the little things...

For more than 36 years, we have supported our local community by providing specialist palliative care services to people in their own homes. This year, we celebrate the incredible growth that has taken place since our beginnings – and the power of a simple idea to evolve into something substantial that has strong roots in our community.

Banksia began in March 1989 when a small group of 12 local medical and community leaders recognised a need: to provide compassionate, specialist palliative care to people in their own homes. They came together with a shared purpose – to help people *live well until they are ready to die* – and began laying the foundation for what would become Banksia Palliative Care Service.

Driven by compassion and determination, they spent two years advocating for funding and support – writing to local government, engaging health experts, and laying the groundwork for a community-based service. Eventually their idea took root in 1991 after receiving a $50,000 grant from the Victoria Department of Health. The following year Banksia Palliative Care began operating out of an office in Diamond Creek as a community-based palliative care service, with a small but dedicated team of just three: a Patient Care Coordinator, a Pastoral Care Coordinator and a Patient Care Medical Consultant.



Minutes from the first committee meeting from 20 March 1989.

Today, that seed of an idea has grown into something remarkable. Banksia is now a vibrant, multi-disciplinary organisation based in Heidelberg, with over 100 people involved in delivering expert palliative care, including more than 60 clinicians, 15 in management and administration roles and 40 dedicated volunteers, including members of our Board and Consumer Advisory Panel.

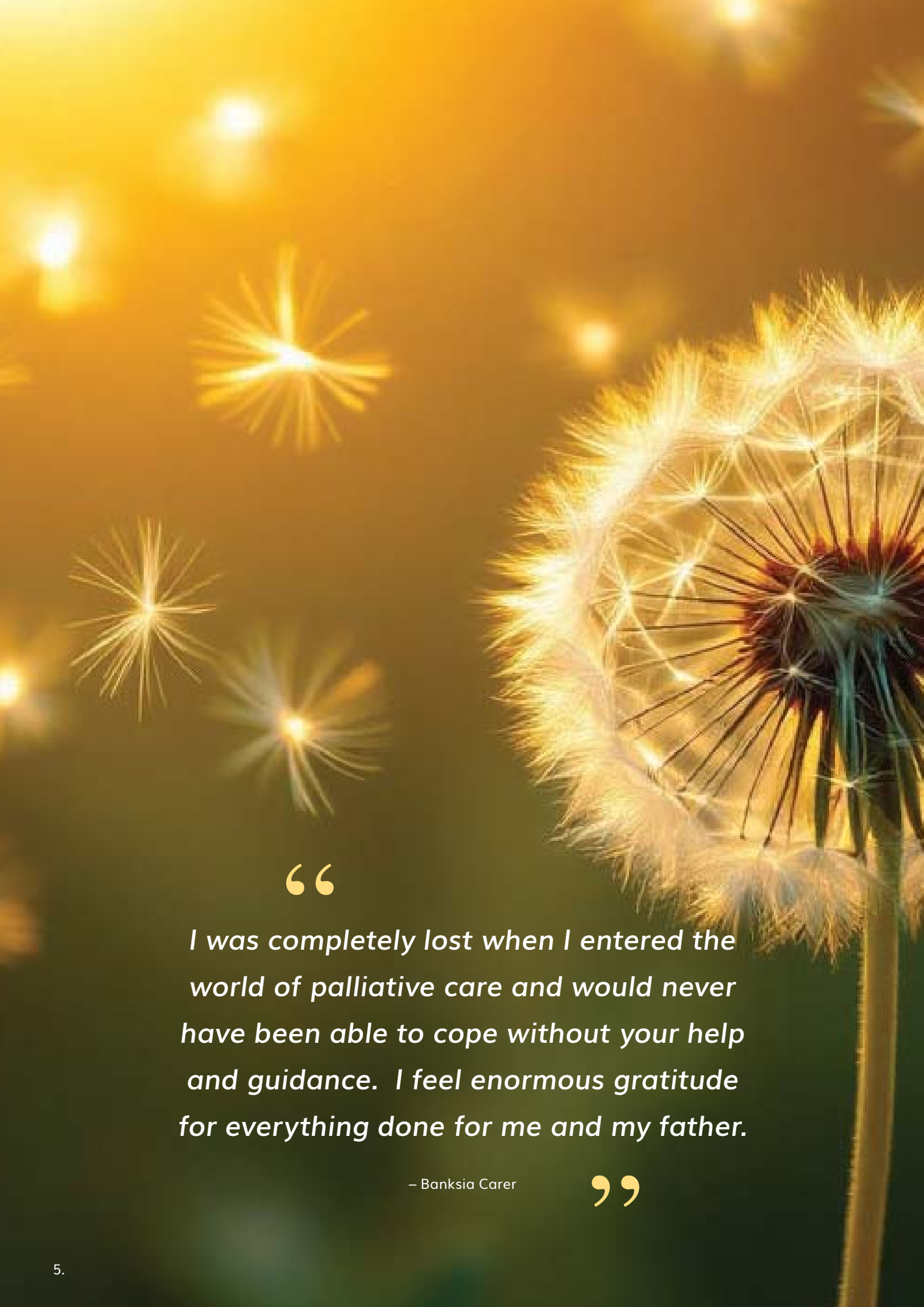
In the past year alone, we received 1,369 referrals from across the communities of Banyule, Whittlesea and Nillumbik. From every referral our teams of experts worked together to ensure that each client and their families received care that was holistic - all aspects of wellbeing. We are exceptionally proud of the care that we deliver every day and fully intend to deliver into the future.

From a humble idea that was sprinkled across the community in 1989, Banksia's journey is a testament to what's possible when people come together around a shared purpose.

We may be small, but ***it's the little things***...and we do the little things, making big differences, every day.

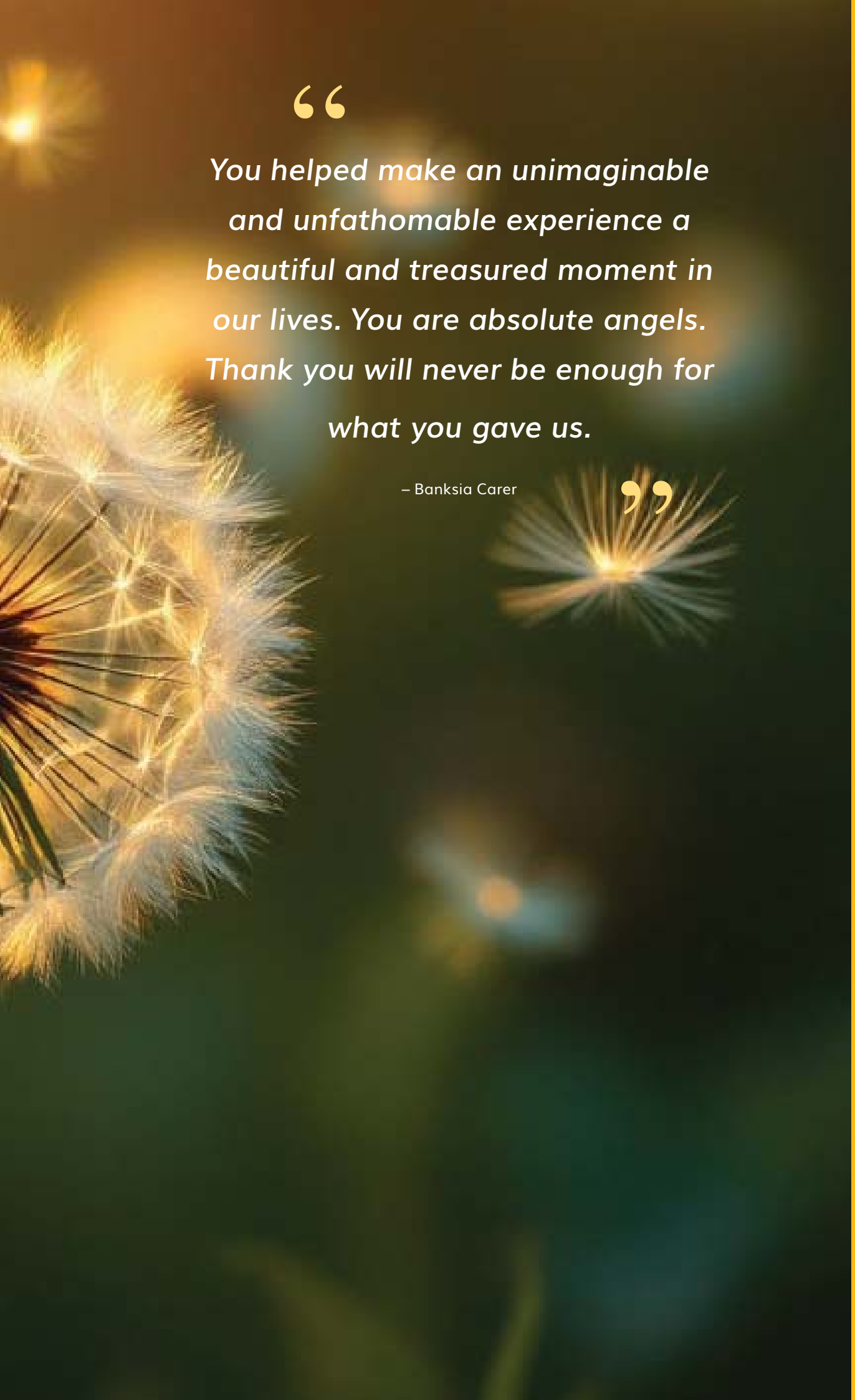
Our Growth

	1995		2025	
Number of Admissions	120		1108	
Number of Referrals	120		1369	
Number of Deaths	95		913	
Home vs Hospital deaths	Home – 36	38%	Home – 561	61%
	Hospital – 59	62%	Hospital – 352	39%



I was completely lost when I entered the world of palliative care and would never have been able to cope without your help and guidance. I feel enormous gratitude for everything done for me and my father.

– Banksia Carer



You helped make an unimaginable and unfathomable experience a beautiful and treasured moment in our lives. You are absolute angels. Thank you will never be enough for what you gave us.

– Banksia Carer

Our Team

Michelle Wood

Management

Our Senior Management Team and our Leadership Team combined, bring significant strength and experience in business management and development; accountable and prudent financial management; health service operations; quality, risk, safety and compliance; community engagement; education and training and human relations. They work hard to ensure a strong, robust and solvent business that provides a safe, secure and responsible work environment for staff and volunteers, resulting in the provision of exceptional care to our clients and carers.

Our growth has not slowed over the last year, and the Nursing and Medical Services Manager and Support Services and Wellbeing Manager roles have proven to be positive. These leaders, along with the Finance and Business Manager have built relationships within their teams seeing Banksia continue to manage the increased demand for services and provide exceptional support to our community.

This year, Banksia appointed a People and Culture Manager who is responsible for helping to shape the organisational culture, enhancing employee engagement, and implementing HR strategies that align with business goals. This has also proven to be very positive, with several initiatives undertaken.

The above roles and CEO, make the Senior Management Team (SMT) who guide and manage the business, and oversee all operations, financial accountability and stability and staff wellbeing and engagement. Our Leadership Team is comprised of the SMT and our Engagement, Training & Development and Quality, Risk and Safety Coordinators. This is a dynamic and united group who are engaged and passionate about our team and our work. ***It's the little things*** that they do for, and with our team each day that make the differences, whether that is checking how the day has gone, stopping for a chat in the hallway, being on-call after hours or just being present... they excel and make a difference.

Michelle Wood

CEO

Nursing and Medical Services

Over the past year, the Nursing and Medical Services (NMS) team has prioritised building a secure, connected, and collaborative workplace culture, while fostering a team focused on achieving excellence. Through strong relationships and enhanced communication, we have created an environment that supports innovation, continuous improvement, and professional growth.

Regular team meetings and team forums remain a cornerstone of our internal engagement, complemented by the successful introduction of the Consultative Nurse Team Meeting. This new dedicated huddle facilitates two-way information flow, encourages innovation, and enables nursing staff to explore and initiate tangible improvement projects with real impact, an example being the initial indications for a lean management project.

Externally, our partnership with Austin Hospital has been further strengthened through new communication channels. The introduction of a brief daily huddle with the Austin Palliative Care Consult Team has significantly improved service coordination, enhanced client outcomes, and fostered mutual respect and role clarity between teams.

The clinical team has embraced new technologies, embedding Microsoft 365 into daily operations. SharePoint has streamlined processes such as workforce rostering and improved connectivity across the NMS and Support Services teams. Notable achievements include the Pressure Injury Working Party—a multidisciplinary initiative aimed at preventing pressure injuries and improving client care. Instant messaging via Microsoft Teams has helped overcome communication challenges with a remotely-working team, enhancing responsiveness and strengthening team cohesion. We are now more connected, efficient, and collaborative than ever.

Professional development has also been a key focus, with many nurses continuing postgraduate studies in palliative care and gaining post graduate qualifications in the field, further strengthening our clinical expertise. In the early part of the next financial year, we plan to submit an abstract for presentation at the Oceanic Palliative Care Conference (OPCC), showcasing our team's commitment to advancing practice and sharing knowledge and we are pleased to be developing a Nurse Practitioner candidate position within the team, which will mark a significant milestone in expanding our scope of practice and enhancing service delivery.

Elise Savage

Nursing and Medical Services Manager

Elise Savage

Greg Bourke

Support and Wellbeing

Our Senior Management Team and The Support Services and Wellbeing Team is composed of a range of Allied Health disciplines who work collaboratively both within the team and in close league with the BPCS nursing and medical teams.

In delivering care, this team's purpose is to emphasise the person above the pathology. We allow the client and family the time and space to declare what is important to them to attain, regain or achieve, and then deliver a service response directed by those declarations. These "important" things might be to continue to access the library, to watch the kids play sport, access advice on administrative issues or just maintain human contact. Our team will bring their skills for assisting mobility, knowledge of community services and capacity to improve emotional wellbeing and to assist the client and loved ones to achieve these goals.

In 2024-25 the team further explored the underpinnings of such person-centered care. We have critiqued our communication and scheduling systems, our manner of assessment and our service breadth to root out obstacles to delivering individualised, flexible, client focused care. Similarly, we continue to pursue greater cultural safety. We constantly seek to improve our knowledge of our funded region. We continue to investigate whether our service is accessible and relevant to all the region's component cultures and how we best engage with emerging communities to learn what they need from their publicly funded palliative care service.

As well as offering and delivering empathetic and compassionate care to every client, we also support their carers. We recognise that the carers carry significant burden and we know that is sometimes ***the little things*** that make it possible to continue...a volunteer to provide respite so they can have their hair done; a carer massage; attendance at a carer support group, or post death, it is our specilised counselling, helping people adjust to their new "normal". We know what we do makes a difference.

Greg Bourke

Support Services and Wellbeing Manager

Administration and Support Services

The administration team consists of a very capable and diverse group of people, each contributing a vital role in continuing to keep the wheels in motion at Banksia Palliative Care Service.

Our reception staff have many varied responsibilities, that they carry out in their quiet and efficient way, including liaising with clients and carers on the phone or face to face, providing kindness, compassion and respect to people that require reassurance that they are not alone navigating end-of-life care. Importantly, they also manage the daily work-tools which is essential to ensuring our client-facing staff have everything they need to do their work on the road.

Behind the scenes in our clinical space, our Intake Team manage referrals with precision and efficiency, ensuring details are correct and all required information is provided at referral stage to ensure a smooth transition from referral to Intake nurse to client. This team of capable and engaged people have different skills and experience, and between them, they support equipment supply and maintenance, provide administrative expertise, including assisting the whole team in the transition to Microsoft 365, engage with consumers and stakeholders and support education and engagement in the community – they are an essential part of our success.

Richard Rupapara

Finance and Business Manager

Richard Rupapara

Banksia Administration Team

Lauren Edis

People and Culture

Our People are the foundation of Banksia; without us we cannot achieve our Mission – *to provide exceptional palliative care services that assure quality in life, dignity in death and support in bereavement*. We know that to care for our consumers, we must firstly care for ourselves and each other, so with an intention to invest more deeply in our team, the "People and Culture Manager" position was established and filled late 2024.

Early 2025, we embarked on an undertaking to define a "Secure and Connected Workplace" culture that values staff and volunteers of all backgrounds, genders, identities, cultures, and abilities. Through this process, we found that each of us realises that we are individually and collectively responsible for promoting and providing a secure and connected workplace; we ultimately found that ***it's the little things*** that make big differences in our day and workplace experience... things such as time for each other, kindness, support, communication and wellness.

After asking our team "what makes a secure and connected workplace", they agreed on the following 4 attributes:

Connection - feeling heard, trusted, respected and supported by teammates.

Ownership – all agreed that our work is important; we share mutual goals and values.

Having a go! – a solution-focused environment where we can learn and grow.

Kindness – embracing differences; self-awareness, acceptance, and caring for each other.
We have refined supports and now have opportunities in place for staff, including regular team meetings, the development and implementation of a "Reflective Practice Lead", who was instrumental in design our new reflective practice sessions, well-being check-in's, peer support and mentoring. Also, in line with connecting and communicating, our staff now have a central point for internal communication and information - *The Hub*. This platform ensures staff are informed and connected regardless of their work location. They can quickly and easily access a range of resources, documents and education tools.
It also provides opportunities for staff to share important news and updates with their teammates.

Being secure and connected is aligned to wellness. We continue to offer an Employee Assistance Program (EAP), and have developed and implemented a *Workplace Wellbeing Program*, that promotes positive physical and mental health and provides opportunities to build social connections. The program is an opportunity for staff to participate in initiatives such as on-site yoga and meditation, and to raise awareness and celebrate significant days and cultural events.

Lauren Edis

People and Culture Manager

Learning Centre

Banksia remains committed to fostering professional growth and excellence in care through the work of our dedicated Learning Centre Team. Education continues to be delivered across all disciplines, supporting staff at every stage of their journey.

Throughout the year, we offered a comprehensive range of programs, including an overhauled orientation for new staff to ensure a smooth transition into our culture and practices, and mandatory training to uphold regulatory and safety standards. Our clinical competency training has evolved in line with best practice guidelines, equipping staff with the essential skills to deliver safe and effective care.

In line with our digital transformation, we have begun transitioning organisational education from face-to-face delivery to an online platform via Microsoft 365. This shift aims to enhance accessibility and flexibility for all staff.

We were pleased to welcome two registered nurses, Parisa and Lauren, to the Learning Centre team. Each brings valuable support to both internal and external education initiatives, including the Microsoft 365 transition. We also have Marie in our team, whose exceptional administrative support has been instrumental in keeping the Learning Centre running smoothly. Her attention to detail and behind-the-scenes coordination have been very valuable.

The Learning Centre also delivers tailored education sessions to community groups and aged care facilities, supporting broader understanding of palliative care principles and enhancing the capacity of external providers to deliver compassionate, informed care. These sessions have been well received and reflect Banksia's commitment to community engagement and knowledge sharing.

As our team continues to grow in response to the evolving needs of community palliative care, the Learning Centre remains focused on building strong foundations for ongoing learning and development in the year ahead.

Wendy Palmer

Training and Development Coordinator

Wendy Palmer

Our Client Statistics

Total Clients Supported **1,557**

Client Referrals
1,369

Admissions
1,108

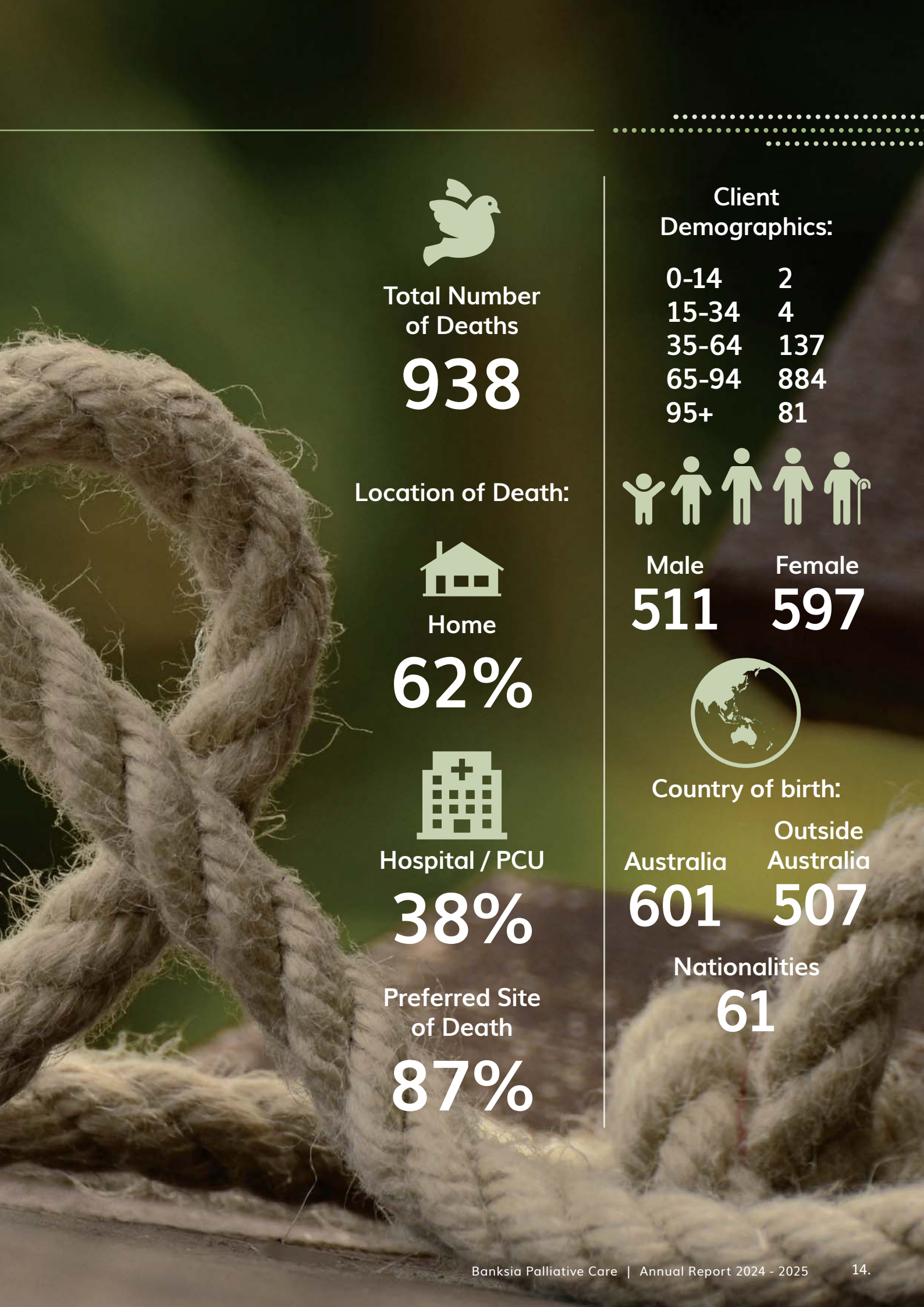
Contacts and interactions
95,277

Daily Active Clients
454

Diagnosis:

Malignant
599
(54%)

Non-Malignant
509
(46%)



Total Number of Deaths

938

Location of Death:

Home

62%

Hospital / PCU

38%

Preferred Site of Death

87%

Client Demographics:

0-14	2
15-34	4
35-64	137
65-94	884
95+	81

Male

511

Female

597

Country of birth:

Australia

601

Outside Australia

507

Nationalities

61

Our Committee of Management

Our Committee of Management are a knowledgeable, skilled and dynamic group of individuals who donate their time and expertise to govern Banksia, and to define and drive the strategic direction. They are committed and engaged volunteers, who ensure accountable, transparent governance and long-term business sustainability. Through a strong relationship based on trust and common passion, they work closely with the Chief Executive Officer, willingly sharing their knowledge and providing support and guidance.

John Richardson
PRESIDENT

John's career in the Human Resource sector, spans almost 30 years, and has seen him hold very senior and executive appointments with large companies such as North East Healthcare Network, Austin Health and Royal Automobile Club of Victoria (RACV).

Along with his extensive professional expertise, John has a strong governance background, and as the President of the Committee he works very closely with the CEO, providing consistent leadership, executive advice and support.

Paul Adcock
VICE PRESIDENT

Paul is the former Executive Director of Digital Health at Eastern Health. Since graduating as a Nurse and specialising in Critical Care, he has held several senior operational, clinical and management roles in Public Health, Government and Private Consulting.

Paul lives locally and volunteers at Banksia to support his community, and the valuable services Banksia provides.

Debra Baxter
TREASURER

Debra's diverse professional background includes Finance, Infrastructure/Purchasing, Human Resources, Information Technology management, consultancy and small business management.

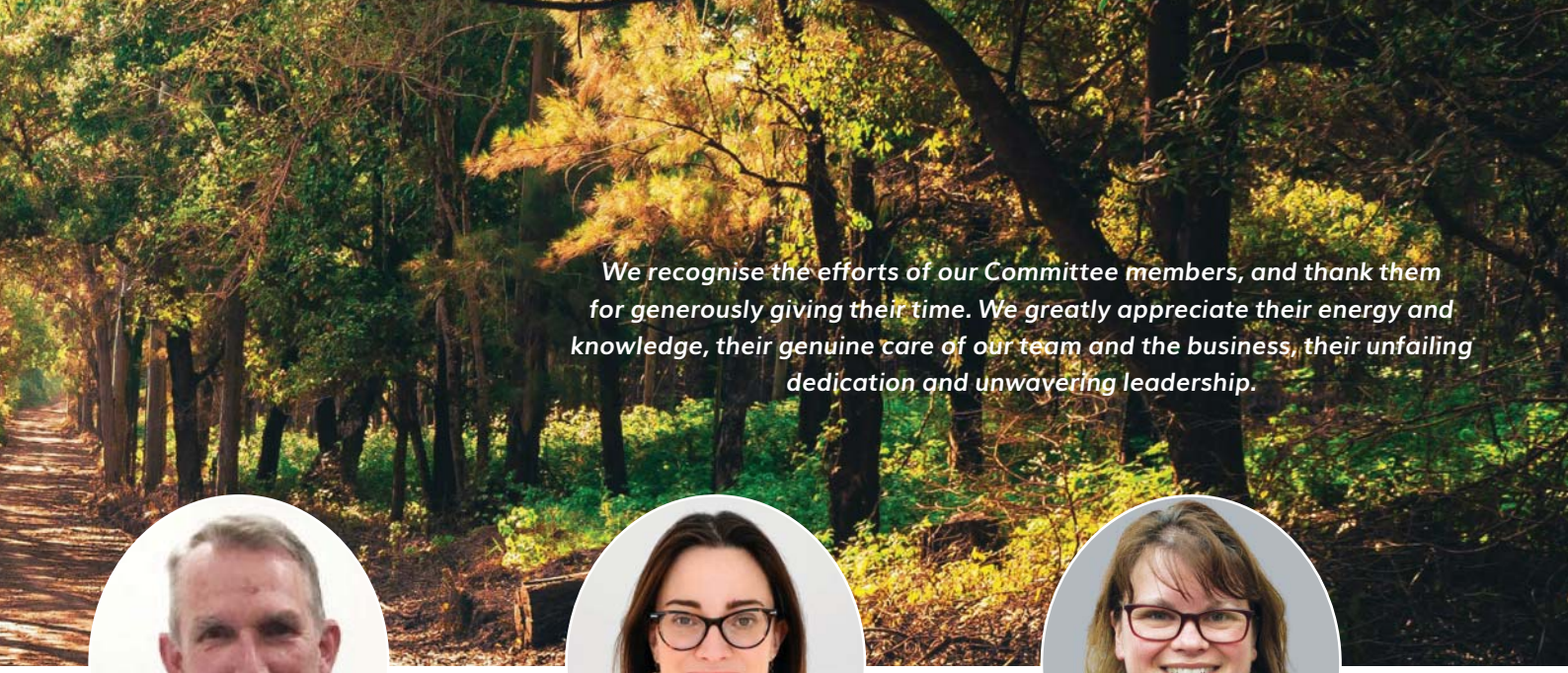
Debra is passionate about community and aged care. As the Banksia Treasurer, she works closely with the CEO and provides expert financial and governance oversight.

John at 2003 AGM

30 Years of Service – John Richardson

When John Richardson was approached by Dr Taffy (Michael) Jones to join the Banksia CoM, late 1994, it was highly unlikely that he would have assumed that he would be dedicating his time, energy, interest and expertise to Banksia 30 years later!

John is passionate about the organisation, and the work that we do, and has been instrumental in the development and growth of Banksia over the last 30 years. Under his guidance, along with the other committee members he has worked alongside, the organisation



We recognise the efforts of our Committee members, and thank them for generously giving their time. We greatly appreciate their energy and knowledge, their genuine care of our team and the business, their unfailing dedication and unwavering leadership.

Mark Rogers ASM
COMMITTEE MEMBER

Mark is the former Chief Operating Officer of Ambulance Victoria (AV). He is a proven emergency services operational executive with demonstrated expertise in diagnosing business needs and driving significant productivity improvements.

His strong leadership skills and diverse experience in community add to the governance capacity at Banksia.

Mark was awarded the Ambulance Service Medal in January 2012 for distinguished service by a member.

Melanie Harper
COMMITTEE MEMBER

Melanie, who is General Counsel for the Peter MacCallum Cancer Centre is committed to the lawful, ethical, and compassionate delivery of public healthcare.

She is an experienced health and commercial lawyer who prior to commencing in her current role worked as Legal Counsel and Senior Legal Counsel at Eastern Health and had a substantial career in private practice.

Mel lives on the Mornington Peninsula and is very happy to make the drive to Heidelberg for meetings to support Banksia and its important work.

Dr Sonia Fullerton
MBBS FRACP FAChPM MHealthServManage
COMMITTEE MEMBER

Dr Fullerton is a specialist physician in Palliative Medicine, having graduated from University of Melbourne with a Bachelor of Medicine, Bachelor of Surgery (MBBS) in 1995.

Sonia completed training in palliative medicine and was awarded her Fellowship of the Royal Australasian College of Physicians (FRACP) and the Chapter of Palliative Medicine (FAChPM).

Her diverse medical experience in healthcare, and her practical experience in palliative medicine bring a unique perspective to Banksia governance.

has grown from receiving 120 referrals in 1995, to the 1369 referrals we received in this FY. He has held several positions on the CoM, and in his current role as President, has shared his expansive knowledge of governance to guide our organisation with accountability and strength.

John's generosity is inspiring. He has willingly given his time and energy to this business, through the good times, and the tough. He has guided and provided astute and pertinent advice to the Executives who have had the opportunity to work closely with him.

How do we acknowledge a person who has given so much...? In the way that he would prefer, with a quiet and sincere,

"Thank you very much, John! We truly believe that we are very fortunate to have you."

— Banksia Palliative Care

Our Team Acknowledgements

The following people have chosen to dedicate their time, energy, expertise or passion to Banksia. We sincerely thank every one of them for their efforts in making our business what it is today and also providing care and kindness to thousands of people across the year...and years.

Jenny Lumsden Award

Jenny Lumsden was a nurse at Banksia for 15 years. When she died in 2015 after a long illness, her family were determined that her dedication and genuine passion for her work were not forgotten, and so in commemoration of her and the effort, care and compassion she gave to clients and carers during her time here, "The Jenny Lumsden Award" was established.

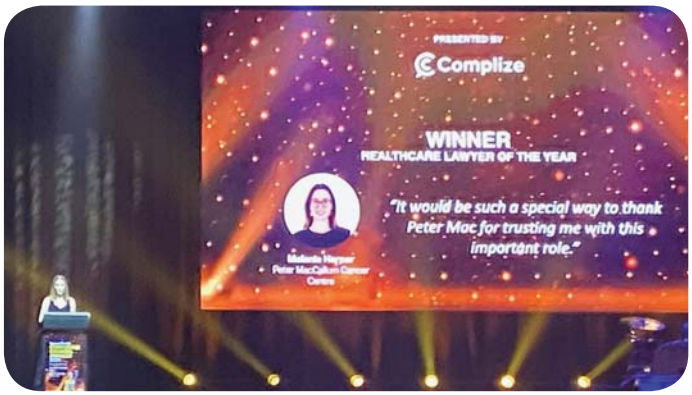
Throughout the year, Banksia staff nominate team members who consistently exhibit the values and qualities that Jenny showed in her work - ***compassion, empathy and caring*** at all times. This year, the recipient is registered nurse, Param Khaira, who is known for her client focus, gentle communication, empathy and consistency. Param emulates Jenny's values and qualities and is a worthy winner of this award.

Congratulations and thank for your efforts and care, Param – you make a difference.

Healthcare Lawyer of the Year 2024 – Melanie Harper

Melanie is a member of the Banksia CoM and the General Counsel at Peter MacCallum Cancer Centre, and in 2024, she gained national recognition after being awarded Healthcare Lawyer of the Year. This acknowledgement recognises her expertise in her field, and her commitment to her profession and the community. Mel accepted the award in front of her peers at the annual event in Sydney.

Mel chooses to donate her time and expertise to Banksia. She is passionate about our work, and she provides us with unlimited access to her time and knowledge, which helps this organisation in many ways. We are very lucky to have her caliber of people who volunteer their time, energy and knowledge to us freely and we are very proud of Mel for receiving this exceptional and well-deserved recognition.



Banksia Scholarship

We believe in personal and professional development - the acquisition of knowledge, as we recognise that knowledge leads to confidence, strength and resilience.

Our Committee of Management (CoM) have been awarding the Banksia Scholarship since 2019. Applications are sought for up to $2,000.00 for recipients to undertake any development opportunity they nominate.

This year, the recipient of our Scholarship funding was Natasha, a registered nurse undertaking post-graduate studies in palliative care. We are pleased to support her in increasing her knowledge and expertise, and happy to have her on our team.

Years of Service

Amanda Petricola - 10 years of service

Banksia gratefully acknowledges registered nurse Amanda Petricola for ten years of service to Banksia and our clients and carers. Amanda has worked across a number of roles and seen the organisation grow and evolve. "When I started, we had 3 nurses! I'd receive the call, do the admission, see the client through their illness and then verify their death. Now we have more than 30 nurses"! In her current role Amanda works in Intake, triaging the referrals. She offers words of comfort to people who 'hate the word palliative' and are reaching out for support at such a vulnerable time in their life. Amanda comforts our clients by describing palliative care as a way that we can be helpful so that they can live well with their terminal illness. "Of course, to be a client of ours is voluntary but I do try my best to win them over and accept the care".

Thank you, Amanda, for your dedication to palliative care and the years you have spent servicing our community. Your experience offers a gentle welcome to clients and a steady source of guidance for our team.

Debra Baxter – 10 years of service and Life Member

Deb has been volunteering her time and knowledge, working diligently behind the scenes, supporting the business, CoM and CEO with her extensive financial and governance expertise for 10 years. Working very closely with our CEO, Deb ensures that Banksia is viable and solvent, and that financial prudence and responsibility are undertaken. Under her tutelage, Banksia's financial position is the most stable that it has ever been. This year, Debra will be acknowledged as a Life Member of Banksia – recognition that is bestowed on people who have served Banksia in a volunteer role for ten years or more.

Mark Rogers ASM – 6 years of service

Mark has dedicated his life to serving the Victorian community, having spent his entire career with Ambulance Victoria, initially as a paramedic, and then in executive management. Mark continues to give to his community, by supporting Banksia through his governance position on the CoM. He donates his time and expertise, which guides the business, and over his time on the CoM, has made a significant difference.

Dr Sonia Fullerton – 5 years of service

Dr Fullerton is a palliative care physician at Peter MacCallum Cancer Centre. She is passionate about palliative care, and in her 5 years of volunteering her time and expertise to Banksia, Sonia has been able to share her intricate knowledge of the sector, both from an inpatient and community perspective, which has proven time and again to be highly beneficial in her role on the CoM.

Volunteers in Service

Genevieve Kilkenny
7 years of service

Pauline Clarke
6 years of service

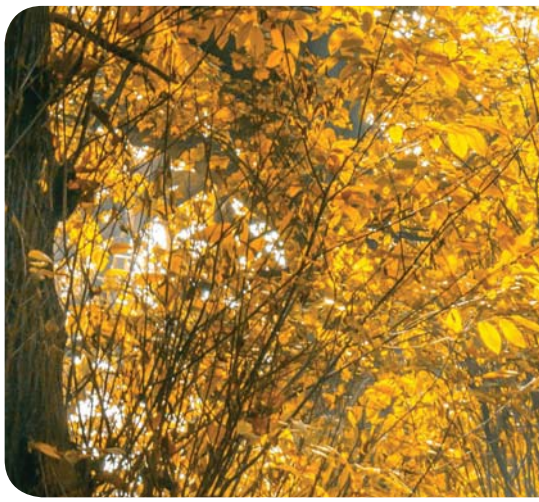
Sandra Cadee
6 years of service

Fiona Wilson
5 years of service

Ros Hardy
5 years of service

Lynne Ellis
5 years of service

Jane Evans
5 years of service



To all of our Volunteers

Thank you for all you have given. Thank you for all you are still giving. Thank you for all that you will give as we continue to do the important work we do together, and Thank you for choosing Banksia...

We are so grateful to you, and feel so very privileged that you choose to share your time, energy and passion with us – it is such a gift...

— Banksia Palliative Care

Our Volunteers

Consumer Advisory Panel (CAP)

We continue to be deeply inspired and driven by the insight and dedication of our Consumer Advisory Panel (CAP). Their willingness to share their time and experiences throughout this year has provided us with invaluable perspectives on key aspects of palliative care. They bravely and with vulnerability, allow us to learn from their lived-experience. These open and sometimes raw discussions influence our decisions and priorities and the following conversations have been truly valued:

- The emotional impact of receiving a terminal diagnosis - on both the individual and their loved ones.
- How it feels to receive the news that someone has a palliative condition, and what those words mean to them.
- The experience of having a healthcare provider enter the home - the vulnerability of welcoming a stranger, the anxiety of waiting, and the emotional weight if there's a lack of connection.
- Navigating complex family dynamics - how differing needs, opinions, and expectations play out behind the scenes.
- Education, resources and support that carers find most helpful.

They have also helped us understand how virtual visits may be received by our clients and carers, provided valuable feedback on documentation for inside the home, and offered suggestions for educational programs to better support our carers.

They have told us that ***it's the little things***, especially early in the relationship, that make the difference because when we get that right, we will be trusted with the big things.

We are so grateful to Jo, Alix, Di and Ros –

we are genuinely indebted to you all

Service Volunteers

There has been a great deal of activity in Banksia's Volunteer space this year, reflecting our ongoing commitment to community engagement and support.

One of the key highlights was a targeted volunteer recruitment campaign aimed at increasing awareness and attracting residents in our council catchments to join our team. We promoted the campaign through our community, including through local libraries, neighbourhood houses, and even the Woolworths supermarket conveniently located just across the road from our building, which attracted much attention.

The response was overwhelmingly positive. As a result, we welcomed 11 enthusiastic new volunteers to the Banksia community. These new team members participated in our comprehensive Volunteer Training Program held in May, where they gained a deep understanding of our services, values, and the important role volunteers play in supporting our mission. They are energetic, skilled, and passionate and we are pleased to welcome them to the Banksia team.

May was a particularly exciting month as the incredible contributions of our Volunteers were formally recognised by the Banyule City Council. Our volunteer team was honoured with the **2025 Banyule Volunteer Group Award**, a prestigious annual award given to groups that "make a significant contribution to their organisation, enrich the local community, and have a positive impact on the quality of life for residents". We were very proud to accept this acknowledgement in front of the 400 guest who attended the formal dinner at the Ivanhoe Town Hall.

The award was a well-earned recognition of the heart, effort, and care our volunteers bring to everything they do for Banksia and our client and carers. Every day they tirelessly and happily support our work and our team in a multitude of ways. They help out in the office with administration, organise our client supplies, make phone calls, visit clients for support and companionship, and provide respite for carers – one of them even gives time to guide yoga and mindfulness sessions for our team. They are exemplary!

It's the little things they do – the smiles, the enthusiasm, the willingness, that make a huge difference. We are immensely proud and grateful to have such an outstanding group of individuals as part of the Banksia family

Accepting the Banyule Volunteer Group Award – Tanya (Volunteer Coordinator) and Chris (Banksia Volunteer)

“
We must not, in trying to think about how we can make a big difference, ignore the small daily differences we can make which, over time, add up to big differences that we often cannot foresee.
— Marian Wright Edelman
”

"In the end these things matter most:
How well did you love?
How fully did you live?
How deeply did you let go?"

— Jack Kornfield

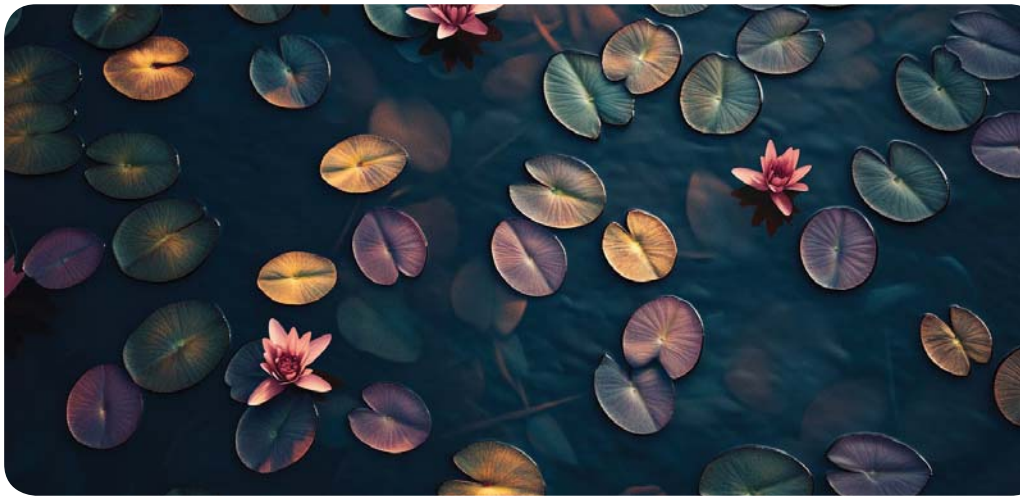
Engaging with our Community

Our Communication

This year, Banksia has focused on strengthening how we communicate and connect with our community – building greater clarity, trust, and meaningful engagement. We have looked at different forms of communication and purposely invested in improving and modernising our content, look and feel. We have improved our promotional brochures to ensure they are clear, accessible, and visually consistent across platforms. We enhanced our social media presence to better reflect the people behind our care, introducing staff profiles and service highlights to humanise our work and engage more meaningfully with the community.

Social media post – Lisa, RN.

After commencing a full redesign of our website at the end of last financial year, this year saw the foundation of that work expanded and implemented. It has been a significant undertaking focused on improving user experience, ensuring information accuracy, and enhancing accessibility. The process involved a comprehensive content audit – removing outdated material, developing new pages, and establishing a consistent, welcoming tone throughout. While the core structure is now in place, the website remains a work in progress, with ongoing updates planned to ensure it continues to be a practical and supportive resource for anyone seeking information about palliative care and end-of-life support.



Key Events: Remembrance Service

Banksia's biannual Remembrance Services continue to offer a meaningful space for our community to come together and honour those they have lost. Held in the middle and end of each year, these gentle, informal gatherings provide a tender opportunity to pause, reflect, and remember the lives of loved ones who have passed. They are also a chance for our staff to reconnect with the families they have supported and for families to share in readings, candle-lighting, and music in a supportive, communal setting. This year, we were honoured to have Sarah Fernandes share her voice, offering songs that were both moving and uplifting – adding a beautiful layer of emotion and connection to the evening.

Community Conversations

Banksia continued to actively participate in conversations around end-of-life care by accepting invitations to speak at a wide range of community events and gatherings. These included presentations and discussions for groups such as the Country Women's Association South Morang, Hurstbridge Dementia Alliance, All Saints Church in Greensborough, and Diamond Creek Probus Club to name just a few.

This year we ran a well-attended Advanced Care Planning program online and helped to facilitate two Death Cafés in partnership with Nillumbik Shire Council, providing safe spaces for open dialogue about death, dying and end of life planning. These opportunities to connect with the broader public allow us to continue to foster greater community understanding of palliative care, reduce stigma, and support people to feel more confident in talking about death and end of life.

In June we a offered the first of a series of GP Seminars on Banksia's new Generalist Advanced Shared Palliative care program (GASP) with the sponsored support of pharmaceutical company, Menarini. We held a dinner and engaging discussion which was well received by a group.

It remains a goal to build on our relationships and to continue to develop our presence in the community. We are passionate about ensuring that we take and provide every opportunity that we can, to increase awareness of palliative care and the services that are available when a person, and their "important people" are faced with a diagnosis that changes their lives. We will keep doing the little things – we will keep posting on social media, developing our website and attending and running as many forums as we can, so we can keep making a big difference.

Renee Yerondais

Engagement Coordinator

Our Donors and Supporters

We extend our sincerest gratitude to all our donors and supporters - your generosity and engagement makes a real difference.

Palliative Care teams impact people's lives every day, without expectation of acknowledgement. We work quietly and highly effectively, knowing that our community are largely unaware of our services, so when people recognise the work we do, and make the effort to support us, it is special.

At Banksia, **we invest every donated dollar into making the lives of our clients better**. Recognising that when people donate, they want to make a real impact, we ensure that every donation goes directly to benefiting our clients and carers. The generosity of our donors and supporters allows us to decrease some of the pressure and burden our people face – often, ***it's the little things*** that our donor's generosity funds, that make the big differences. Covering the costs of medical equipment, paying medical bills and for medications, providing grocery hampers and vouchers to buy food and clothes, paying utility bills and for respite services – we can do this, because we have wonderful people supporting us.

To our committed and consistent supporters, who we greatly value, we thank you. We acknowledge the lovely and inspiring **Neon Moon Dancers**, who donate the funds they make dancing throughout the year; **National Seniors Australia, Greensborough Branch**, who invite us to receive a cheque at their AGM every year; to **Danaher's Mitre 10** who let us use their car park for our fleet vehicles, the **Payne Family**, who generously donate to us each year, and the Lumsden Family, who have quietly continued to support Banksia for many years – we are grateful to you for your support and generosity.

We acknowledge and thank our major funder – The Victorian Department of Health

Thank you to the following donors and supporters - your generosity, support and engagement makes a real difference...

- James McGowan
- Grangers Foundation
- Sir Henry Barkley Hotel
- The Old England Hotel
- Danaher's Mitre 10
- National Seniors Australia, Greensborough Branch
- Neon Moon Line Dancers
- Eltham Rural Group
- Our Ladies of Mercy College
- North and West Metropolitan Region Palliative Care Consortium
- Country Women's Association - South Morang
- Adriana Bastianelli
- Alan Hopler
- Christine Lowther
- Claudio Canton
- Dany Gray
- Despina Georgiadis
- Donald L. Muir
- Dorothy McKenry
- Emma Dowler
- Erika M. Ciccone
- Estate of the late Fay Joy Richmond
- Evan Romer
- Faye Richmond (Bequest)
- Greensborough Bowling Club
- Harumi Otani
- Heather Slater
- Helen Smith
- Helga Svendsen
- Ingrid Svendsen
- James McGowan
- Jodie Sheehy
- John R Meadon
- Joyce Butler
- Karen Svendesen
- Kim Baliva
- Kim Power
- Laurence Perron
- Lumsden Family
- Mariella Di Fabio
- Mary Ahern
- Michael Matthew
- Michelle Aldridge
- Monique Petricola
- Neil Clyne
- National Seniors Inc Greensborough
- Network Ten Pty Ltd
- Neon Moon Dancers
- Pamela Svendsen
- Paul Tulip
- Paypal
- R. Dapolito
- Roger Williams
- Sandra Kendall
- Scott Gazeas
- Shane Banks
- Ashley and Shaun Lumsden and family
- Sir Henry Barkly Hotel
- Sonia Gilderdale
- The Grangers Foundation
- The Old England Hotel
- Therese Desmond
- Tony Coon
- Trish Lennox
- Usha Venkataraman
- Yvette Dullaghan
- VISY CDS

Special thank you to

SD donated in memory of Eva

James and Eva McGowan

At the end of January 2025, James McGowan approached Banksia with a generous offer - to donate funds for the purchase of a new syringe driver in memory of his late wife, Eva. This heartfelt gesture marked the beginning of a series of very generous donations, making James Banksia's most significant supporter, this year.

Eva and James met in London in 1968. After a brief time apart, they reunited and travelled the world together in an old post office van, eventually settling in Melbourne, where they married in 1973. From then on, Eva and James were inseparable - sharing each day until Eva's passing from stomach cancer in November 2024.

"I live with the pain of the loss of Eva every day. That will never change. When you love someone as much as I loved Eva, and you lose that person, you lose everything that matters to you.

For that reason, I think the one thing you try to do is keep that person alive in your thoughts, your words, and your actions. You want to make sure they reside within you at all times, so you have no opportunity to ever forget them".

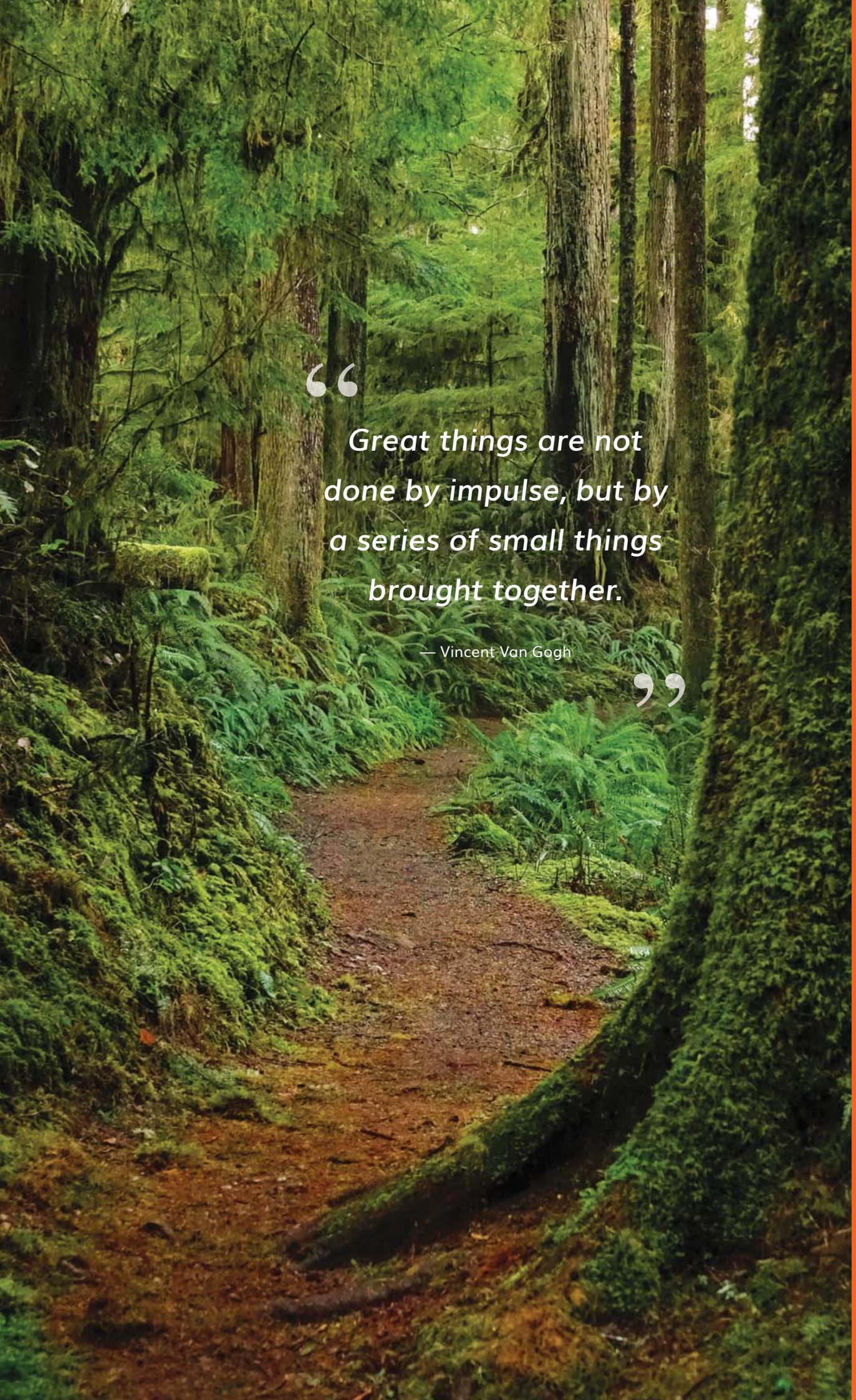
When James first met with Michelle (CEO) and Renee (Engagement Coordinator), he said that Eva was using a syringe driver (SD) that had an inscription on it stating it was donated, and that gave him and Eva the idea to donate to Banksia. They were so relieved to have Banksia's support after their time within the health system, they both wanted to give back, so James' first donation was of a SD. Since then, his contributions have funded another SD new syringe driver, a wheelchair, and pressure care cushions, and his ongoing contributions will be used to fill gaps in our equipment fleet.

James and Eva's generosity is supporting our team to deliver more responsive, high-quality care, so that we can continue making a meaningful difference in the lives of the people we care for every day.

Thank you, James - your support means so much to us

James McGowan and Michelle Wood

Eva McGowan – Banksia client


“
Great things are not done by impulse, but by a series of small things brought together.
— Vincent Van Gogh
”

Being a Business for Purpose

Our business has continued to grow. We have the highest number of staff and volunteers in the history of the organisation. We have reached our highest average daily client numbers and the highest number of clients for a year. We have more staff and volunteers on the road each day than ever before providing services and we are seeing people who are carrying more complex burdens, both physical and psychosocial.

Our purpose is to deliver palliative care to people living in our community. We have an Agreement with the Victorian Government Department of Health to do so 24 hr/day, 7-days/week at no costs, and to prevent hospital admissions, thereby decreasing the burden on our health service systems and colleagues. We do this, and we do it very well. The demand for our services continues to increase and yet we continue to meet all of our admission KPIs and do not have a waiting list – no-one is left without our support when they need it. This does, however come at a cost. We have extreme pressures in relation to trying to manage our ever-increasing costs, while also trying to manage a budget that far surpasses our annual grant from our funder. Our financial constraints, have unintended consequences...a protracted EBA negotiation, largely drawn out due to our need, as an accountable business, not to over-commit, yet needing to compete with major health service wages – it is a never decreasing juggle, but proudly, and largely due to our team, we always get there.

It's the little things that make a big difference, and that is Banksia – we are small in size, but we bat well above our average! We are a high-functioning business – we have strategic attributes; values we live by and a mission we believe in; we are prudent and efficient financial and resource managers; we believe in our people and focus on the development of capability, confidence and leadership; we care about our consumers needs and demonstrate that in the care and services that we provide and we prioritise management and mitigation of risk...to our team, our consumers, our business and our reputation.

Being a small not-for-profit business in health requires resilience, lateral thinking, focus, prudence, consumer satisfaction and a team who choose to work in the area because they care and are passionate – it never dull!

Quality and Evidence

At Banksia, providing high-quality care and ensuring the safety of our clients and staff are at the core of our mission and values. As a palliative care service provider, we are constantly working to improve the care we offer, foster a culture of safety, and meet the evolving needs of the communities we serve. This year, we've continued to build on these values by reviewing and refining our key practices of auditing and consumer feedback – both of which drive improvement and ensure that we remain accountable to the highest standards.

As part of our commitment to continuous quality improvement we have continued to conduct regular audits across the clinical and operational areas, including:

- Internal audits – monthly audits and review of internal processes.
- Participation in external benchmarking such the Victorian Department of Health Clinical Indicators for Pain.
- Palliative Care Outcomes Collaboration (PCOC) benchmarking process where our results demonstrate steady improvement in our provision of care for our clients and their carers.

Equally important to our improvement efforts is the feedback we gather from our clients, carers, staff and colleagues. This feedback which is both spontaneous and gathered via surveys, phone calls, thank-you cards and messages is invaluable in helping us understand experiences, and identify opportunities to enhance the care we provide.

Healthcare Accreditation

We are excited to share that Banksia decided to move from the EQuIP6 Evaluation and Quality Improvement Program for healthcare accreditation with Australian Council on Healthcare Standards, to the National Safety and Quality Primary and Community Healthcare Standards (Standards) for our next Organisation-wide Survey (OWS).

This is a large piece of work. The "Standards" are very different to EQuIP, as they focus on consumer outcomes, as opposed to continuous improvement.

We are looking forward to learning about the Standards over the coming year, before the OWS in 2026.

We know that the little things that we do, as well as the significant, result in us delivering on our purpose when we receive messages like:

"You have my personal gratitude for the understanding and guidance that helped me do the best I could for someone who has been a big part of my life for so many years."
— Banksia Carer

"Your dedication and kindness meant the world to us, and we are eternally grateful for your help... Our mother always spoke so highly of your calm demeanour and the way you always made her feel comfortable and safe".
— Banksia Carer

"I am always grateful to have Banksia working with me when I have a palliative patient. I could ask for better support, guidance and communication. Thank you all".
— Partner GP

"Banksia staff make my life better. Your advice and care make me more comfortable and knowing you are available 24hr/day give my wife and I great comfort."
— Banksia Client

FINANCIAL STATEMENTS 2024/2025

Independent Audit Report to the Members of Banksia Palliative Care Service Inc.

Opinion

We have audited the accompanying financial report, being a special purpose financial report, of Banksia Palliative Care Service Inc. which comprises the Detailed Balance Sheet as at 30th June 2025, the Detailed Profit and Loss Account for the year then ended, and Cash Flow Statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial report of the Association is in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

i. Giving a true and fair view of the Association's financial position as at 30 June 2025 and of its financial performance for the year ended; and
ii. Complying with Australian Accounting Standards and Division 60 of the Australian Charities and Not-for-profits Commission Act 2012.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Association in accordance with the auditor independence requirements of the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Basis of accounting

Without modifying our opinion, we draw attention to Note 3 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling Committee of Management reporting responsibilities. As a result, the financial report may not be suitable for another purpose.

Committee of Management responsibility for the financial report

The members of the Committee of Management are responsible for the preparation and fair presentation of the financial report and have determined that the basis of preparation described in Note 3 is appropriate to meet the requirements of the relevant Australian Charities and Not-for-profits Commission Act 2012 and the needs of the members. The Committee of Management's responsibility also includes such internal control as the members of the Committee of Management determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or

error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error; design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used, and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion.
- Our conclusions are based on the audit evidence obtained up to the date of our auditor's report, however, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

Electronic publication of the audited financial report

It is our understanding that the Banksia Palliative Care Service Inc. intends to electronically present the audited financial report and auditor's report on its internet website. Responsibility for the electronic presentation of the financial report on the Banksia Palliative Care Service Inc. website is that of those charged with governance of Banksia Palliative Care Service Inc. The security and controls over information on the website should be addressed by Banksia Palliative Care Service Inc. to maintain the integrity of the data presented. The examination of the controls over the electronic presentation of audited financial report on Banksia Palliative Care Service Inc. website is beyond the scope of the audit of the financial report.

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

Jaco Vorster, CA On behalf of
R J Sanderson & Associates Pty Ltd

November 2025

60 Robinson Street
Dandenong Vic 3175

Banksia Palliative Care Service Inc.

Detailed Profit and Loss Statement
for year ended 30 June 2025

	2025 $	2024 $
Income		
Dividends received	184,803	178,440
Distribution received	60,636	74,155
Interest received	199,652	144,778
Other income	7,386	651
Government Grant Funds	5,123,845	4,912,750
Special project Funding	612,500	
Donations	55,556	69,556
Memberships	140	178
Other income & reimbursements	61,872	125,607
Realised Gains/(Losses)	(42,741)	(23,240)
Unrealised Gains/(Losses)	357,379	259,161
Learning Centre Income	16,330	27,265
Rebates and Refunds	9,856	9,617
Total income	6,647,214	5,778,918
Expenses		
Audit and bookkeeping fees	13,456	10,508
Bank fees and Investment charges	55,743	51,594
Cleaning & maintenance	30,951	29,995
Client equipment, interpreting & respite	122,232	82,642
Computer expenses & software	4,257	24,889
Consultants fees	715	19,577
Depreciation	16,859	17,570
Depreciation - leasehold Improvements	16,632	16,632
Depreciation - right of use asset	188,540	197,849
Doubtful Debts	(1,308)	1,308
Donation Expenditure	7,334	10,817
Fringe benefits tax	6,901	6,553
Insurance	18,149	17,080
Interest charges on right of use asset	15,194	19,060
Meeting costs	1,303	1,933
Minor equipment	834	1,142
Motor vehicle expenses	37,212	43,214
Motor vehicle - lease	78,201	58,934
Office occupancy costs	19,626	19,473
Notional insurance premium	9,856	9,617

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.

Banksia Palliative Care Service Inc.

Detailed Profit and Loss Statement
for year ended 30 June 2025

	2025 $	2024 $
On call costs	96,458	93,196
Postage	4,924	2,640
Printing & stationery	15,699	15,789
Provision for annual leave	53,028	31,991
Provision for long service leave	64,267	(2,589)
Public relations	1,680	1,265
Rent on buildings & associated costs	24,521	5,278
Salaries, wages & costs	4,518,253	3,963,119
Security	2,989	3,975
Staff development & support	29,725	32,304
Staff recruitment	3,967	4,747
Subscriptions & books	59,208	47,127
Sundry expenses	12,648	2,877
Superannuation	503,325	430,645
Telephone & utilities	46,221	45,205
Travel Allowances & Refunds	2,409	1,457
Volunteer Expenses	673	1,576
Workcover premiums	92,437	70,887
Workplace amenities	8,243	4,180
Total expenses	6,183,362	5,396,056
Net Surplus from Ordinary Activities before income tax	**463,852**	**382,862**

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.

Banksia Palliative Care Service Inc.

Detailed Balance Sheet as at 30 June 2025

	Note	2025 $	2024 $
Proprietors' Funds			
Opening balance		3,885,098	3,502,236
Net surplus / (loss)		463,852	382,862
Less:			
Total Proprietors' Funds		**4,348,950**	**3,885,098**
Represented by:			
Current Assets			
Cash Assets			
Bank - Bendigo operating account		540,050	2,354,918
Bank -Bendigo wages account		2,876	3,583
Bank - Bendigo cash management account		36,007	25,546
Bank- Bendigo term deposit		1,026,120	
Bank - Bendigo term deposit		547,317	522,540
Bank - Bendigo bond account		17,242	16,459
Cash on hand		500	500
		2,170,112	2,923,546
Receivables			
Trade debtors		1,094	4,978
Less: Provision Doubtful Debts			(1,308)
Other assets & prepayments		49,217	21,768
Accrued income		126,121	91,461
		176,432	116,899
Other Financial Assets			
DMP Asset Management		7,508,687	6,891,631
		7,508,687	6,891,631
Total Current Assets		**9,855,231**	**9,932,076**

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.

Banksia Palliative Care Service Inc.

Detailed Balance Sheet as at 30 June 2025

	Note	2025 $	2024 $
Non-Current Assets			
Property, Plant and Equipment			
Heidelberg - leasehold improvements		631,295	631,295
Less: Heidelberg - landlord contribution		(381,818)	(381,818)
Less:Heidelberg - accumulated depreciati		(244,998)	(228,366)
Office relocation & set up costs - Heid		59,165	59,165
Less: accumulated depreciation		(22,036)	(20,798)
Plant, equipment & vehicles		336,421	331,495
Less accumulated depreciation		(296,818)	(281,361)
Plant & equipment - video		3,476	3,476
Less: accumulated depreciation		(2,982)	(2,818)
Right of use - Leased assets		1,052,314	1,052,314
Less: Accumulated amortization		(582,837)	(394,298)
		551,182	768,286
Total Non-Current Assets		**551,182**	**768,286**
Total Assets		**10,406,413**	**10,700,362**

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.

Banksia Palliative Care Service Inc.

Detailed Balance Sheet as at 30 June 2025

	Note	2025 $	2024 $
Current Liabilities			
Payables			
Unsecured:			
Trade creditors		58,789	76,455
Creditors - GST/PAYG withholding		101,526	198,469
Provision for auditors fees		10,950	10,700
Accrued expenses		48,772	19,008
		220,037	304,632
Financial Liabilities			
Unsecured:			
Credit Card		495	1,787
Lease liabilities - Principal repayment		220,051	225,957
		220,546	227,744
Provisions			
Provision for annual leave		335,995	282,966
		335,995	282,966
Other			
Deferred Income		4,755,959	5,357,687
		4,755,959	5,357,687
Total Current Liabilities		**5,532,537**	**6,173,029**
Non-Current Liabilities			
Financial Liabilities			
Unsecured:			
Lease liabilities - Principal repayment		261,506	443,081
		261,506	443,081
Provisions			
Provision for long service leave		263,420	199,154
		263,420	199,154
Total Non-Current Liabilities		**524,926**	**642,235**

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.

Banksia Palliative Care Service Inc.

Detailed Balance Sheet as at 30 June 2025

	Note	2025 $	2024 $
Total Liabilities		**6,057,463**	**6,815,264**
Net Assets		**4,348,950**	**3,885,098**

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.

Banksia Palliative Care Service Inc.

Statement of Cash Flows
for the year ended 30 June 2025

	2025 $	2024 $
Cash Flow From Operating Activities		
Receipts from customers	5,650,494	6,528,186
Payments to Suppliers and employees	(5,965,112)	(5,225,192)
Interest received	199,652	144,778
Interest and other costs of finance	(15,194)	(19,060)
Net cash provided by (used in) operating activities (note 2)	(130,160)	1,428,712
Cash Flow From Investing Activities		
Shares in other companies	(617,056)	(472,126)
Payments for Property, Plant & Equipment	(4,926)	(23,251)
Net cash provided by (used in) investing activities	(621,982)	(495,377)
Cash Flow From Financing Activities		
Proceeds of borrowings		845
Repayment of borrowings	(1,292)	
Net cash provided by (used in) financing activities	(1,292)	845
Net increase (decrease) in cash held	(753,434)	934,180
Cash at the beginning of the year	2,923,546	1,989,366
Cash at the end of the year (note 1)	2,170,112	2,923,546

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.

Banksia Palliative Care Service Inc.

Statement of Cash Flows
for the year ended 30 June 2025

	2025	2024
Note 1. Reconciliation Of Cash		
For the purposes of the statement of cash flows, cash includes cash on hand and in banks and investments in money market instruments, net of outstanding bank overdrafts.		
Cash at the end of the year as shown in the statement of cash flows is reconciled to the related items in the balance sheet as follows:		
Bank - Bendigo operating account	540,050	2,354,918
Bank -Bendigo wages account	2,876	3,583
Bank - Bendigo cash management account	36,007	25,546
Bank- Bendigo term deposit	1,026,120	
Bank - Bendigo term deposit	547,317	522,540
Bank - Bendigo bond account	17,242	16,459
Cash on hand	500	500
	2,170,112	2,923,546
Note 2. Reconciliation Of Net Cash Provided By/Used In Operating Activities To Net Profit (Loss)		
Net surplus (loss)	463,852	382,862
Depreciation	33,491	34,202
Loss on sale of property, plant and equipment		30,847
Changes in assets and liabilities net of effects of purchases and disposals of controlled entities:		
(Increase) decrease in trade and term debtors	(59,533)	(45,179)
Increase (decrease) in trade creditors and accruals	(84,595)	81,558
Increase (decrease) in other creditors	(601,728)	937,936
Increase (decrease) in lease liabilities	1,058	(22,916)
Increase (decrease) in employee entitlements	117,295	29,402
Net cash provided by (used in) operating activities	**(130,160)**	**1,428,712**

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.

Note 3: Summary of Significant Accounting Policies

In the opinion of those charged with Governance, and the consideration that it is unlikely any users of the financial statements will be able to command preparation of reports tailored to satisfy specific information needs, it is advised that the Association is not a reporting entity. These special purpose financial statements have been prepared to meet the reporting requirements of the Australian Charities and Not-For-Profits Commission Act 2012.

The financial statements have been prepared in accordance with the recognition and measurement requirements of the Australian Accounting Standards and Accounting Interpretations, and the disclosure requirements of AASB 101 Presentation of Financial Statements, AASB 107 Statement of Cash Flows, AASB 108 Accounting Policies, Changes in
Accounting Estimates and Errors and AASB 1054 Australian Additional Disclosures.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of the financial report:

(a) Property, Plant and Equipment

Property, plant and equipment are included at cost, independent of the Services' valuation. All assets, excluding freehold land and buildings are depreciated over the useful lives of the assets.

(b) Inventories

Inventories are measured at the lower of cost and net realizable value. Costs are assigned on a first-in, first-out basis and include direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenses.

(c) Provisions

Provisions are recognized when the Service has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reasonably measured. Provisions recognized represent the best estimate of the amounts required to settle the obligation at reporting date.

(d) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

(e) Revenue and Other Income

Core funding received from grants are recognized under AASB 120: Accounting for Government Grants and Disclosure of Government Assistance. Grant revenue is recognized at fair value where there is reasonable assurance that the grant will be received and all grant conditions will be met.

Grants relating to expense items are recognized as income over the periods necessary to match the grant to the costs they are compensating. Grants relating to assets are credited to deferred income at fair value and credited to income over the expected life of the asset on a straight-line basis.

Revenue recognized related to the provision of services is determined with reference to the stage of completion of the transaction at the reporting date and where outcome of the contract can be estimated reliably. Stage of completion is determined with reference to the services performed to date as a percentage of total anticipated services to be performed. Where the outcome cannot be estimated reliably, revenue is recognized only to the extent that related expenditure is recoverable.

Interest revenue is recognized using the effective interest rate method, which, for the floating rate financial assets is the rate inherent to the instrument.

Dividend revenue is recognized when the right to receive a dividend has been established.

All revenue is stated net of the amount of goods and services tax (GST).

(f) Accounting for Leases – AASB 16

The application and implementation of Accounting Standard AASB 16 has caused the following alterations to the presentation of the financial accounts:

1. Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset but not the legal ownership are transferred to the Service, are classified as finance leases.
2. Finance leases are capitalized by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.
3. Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term.
4. Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the lease term.
5. The lease for the building in Heidelberg was renewed in April 2022 for a further 5 years.

(g) Goods and Services Tax (GST)

Revenues, expenses and assets are recognized net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances, the GST is recognized as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Banksia Palliative Care Service Inc. Declaration

The Committee of Management has determined that the entity is not a reporting entity, and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 3 in the financial statements.

The Committee of Management declare that:

1. The financial statements and notes presents fairly the entity's financial position as at 30th June 2025, and its performance for the year ended on that date, in accordance with the accounting policies described in Note 3 in the financial statements;
2. In the Committee of Management's opinion , there are reasonable grounds to believe that the entity will be able to pay its debts as and when they become due and payable.

Signed by:

John Richardson
Chairperson of the Committee of Management

Michelle Wood
Chief Executive Officer

Dated: November 2025

Little things seem like nothing, but they give peace, like those meadow flowers which individually seem odorless, but all together perfume the air.

— Georges Bernanos

Banksia
Palliative Care Service

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