



Enriching Lives in Our Community

Since 1961, SwanCare has proudly served as a trusted provider of aged care services for seniors across Western Australia. Our comprehensive continuum of care, including independent retirement living, home care and residential aged care is thoughtfully designed to support and enrich the lives of those we serve. With a steadfast commitment to creating a positive ageing experience, SwanCare ensures access to safe, high-quality care at every stage of the retirement journey.

Acknowledgement of Country

SwanCare respectfully acknowledges the Traditional Custodians of the land on which we operate, the Whadjuk Nyoongar people of Perth and Pindjarup Noongar people of Australind. We honour their enduring connection to land, waters and community. We pay our respects to Aboriginal and Torres Strait Islander peoples and cultures and to Elders past and present.

MESSAGE FROM THE CHAIR OF THE BOARD

Dear SwanCare community,

It is my privilege to present SwanCare's Annual Report, reflecting on a year of significant change, achievement and shared purpose.

In 2025, SwanCare demonstrated the resilience, unity and strength of our community as we navigated a period of leadership transition. In December, we farewelled our long-serving CEO Graham Francis, whose leadership, vision and dedication have shaped SwanCare into the organisation it is today.

From January to May, Acting CEO Paul Grzelec, drawing on his long-standing knowledge of SwanCare and deep understanding of our operations, provided continuity as we prepared for the next chapter. Following an extensive search, we were delighted to appoint Phil Martin in May as our new CEO, bringing fresh energy, sector expertise and alignment with our values and future direction.

Leading the Board through this period has been both a responsibility and a privilege. Change can be testing, but through focused leadership, collaboration and a steadfast commitment to our strategic needs and values, we maintained momentum and delivered meaningful outcomes for our residents, clients and community.

This year, SwanCare achieved strong operational and financial results, supported by high occupancy, major campus refurbishments and the introduction of innovative services and technology to enhance the experience of those we serve. We strengthened clinical care, advanced sustainability initiatives and continued to provide personalised, meaningful experiences for those who call SwanCare home.

As part of a broader strategy to align our workforce with SwanCare's evolving priorities, we undertook a review of our structure. These changes have been made to ensure the organisation is well positioned to meet current and future needs while continuing to provide high-quality care and services.

At the heart of these achievements are our people. Their professionalism, compassion and adaptability are what make SwanCare the vibrant community it is. By investing in their development, wellbeing and recognition, we ensure our team can deliver the high standards and warmth that define SwanCare.

Looking ahead, SwanCare is well positioned to embrace new opportunities, continuous improvements and respond to the challenges of a rapidly evolving aged care and retirement living sector. With strong governance, a united leadership team and a values-driven culture, we will continue to grow our services, strengthen our communities and set the benchmark for quality, innovation and compassion.

My heartfelt thanks go to our team members, residents, families, volunteers and partners for your trust and support. I also thank my fellow Board members for their dedication and guidance throughout the year. Together with Phil and the leadership team, we will ensure SwanCare's legacy not only endures but continues to flourish for generations to come.

Sincerely,



Kim Hocking
Chair of the Board

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Dear Community Members, Families, Team Members and Partners,

It is a privilege to present my first Annual Report message as Chief Executive Officer of SwanCare. Since joining in May, I have been inspired by the dedication, warmth and sense of community that define this organisation. I am grateful to the Board for their trust and to all who have welcomed me so openly into this remarkable community. I also extend my thanks to Graham Francis for his many years of outstanding leadership and to Paul Grzelec for guiding the organisation with steadiness and care in the interim.

This has been a year defined by progress and possibility. We have built on SwanCare's strong foundations to enhance experiences, strengthen connections and expand opportunities for our community members. Across our campuses and services, our focus has been on creating environments where people can flourish, supported by innovative approaches, sound financial stewardship and a commitment to continuous improvement.

Our team is the heart of SwanCare's success. From those delivering care and hospitality to those in maintenance, administration and our volunteers, their dedication ensures we meet the evolving needs of those we serve. Initiatives in leadership development, training, wellbeing and recognition have strengthened our culture and reinforced our commitment to excellence.

Looking ahead, we will build on our strong foundations by creating vibrant, inclusive places where every community member feels respected, empowered and connected. We will set new standards for quality and innovation, ensure long-term sustainability and invest in outstanding facilities, diverse services and new opportunities supported by a skilled, values-driven team.

The aged care and retirement living landscape is evolving rapidly. With reforms, demographic shifts and changing expectations, SwanCare will respond with agility, integrity and a focus on fostering communities where every member can pursue their interests, share their talents and enjoy a fulfilling, connected life.

I am honoured and privileged to lead an organisation with such a rich history and bright future. My sincere thanks to the countless people whose contributions make SwanCare the thriving community it is, where life is enriched each and every day.

Sincerely,

Phil Martin

Chief Executive Officer

OUR STRATEGY



VISION

To enrich the lives of everyone in our community.



PURPOSE

To provide a caring community where every person feels safe and has the freedom and choice to live the life they desire.

OUR PILLARS



Client Experience

We will be known for our leading products and services and the delivery of exceptional client experiences.



Employee Experience

We will be known for our leading products and services and the delivery of exceptional client experiences.



Sustainability

We will be known for our leading products and services and the delivery of exceptional client experiences.

OUR VALUES

R

RESILIENT

We have the strength to overcome challenges, learn from failures, and persist with hope and determination.

E

ETHICAL

We act with fairness, integrity, and honesty, by acknowledging mistakes, respecting boundaries, and treating others with empathy.

S

SAFE

We uphold a SwanSafe way of working to ensure we provide an environment free of harm for everyone.

P

PROFESSIONAL

We interact with respect, dependability, and punctuality, ensuring clear communication, fairness and trust.

E

EMPOWERED

With ongoing support, training, and education, we grow into the best versions of ourselves.

C

COMPASSIONATE

We demonstrate courtesy, kindness, and understanding to everyone, consistently applying a person-centered approach in all that we do.

T

TRANSPARENT

Our collaborative approach fosters a workplace committed to being open, honest and approachable.

An aerial photograph of a modern community center. The central feature is a large, rectangular green field with white yard lines, where several people are playing soccer. The field is surrounded by a light gray paved plaza. To the top of the field is a long, low building with a light blue corrugated metal roof. To the bottom is a larger building with a blue and white striped corrugated metal roof. To the right is a multi-story building with a yellow and white facade. To the left is a building with a red and orange striped roof. The plaza is decorated with various trees, shrubs, and benches. In the bottom right corner, there is a parking lot with several spaces labeled 'VISITOR' and a number '15'.

OUR COMMUNITY

OUR RESIDENTS



626

Bentley Park Independent Living Residents
97.2% Average Occupancy

OUR RESIDENTS

35

Australind Rise Independent Living Residents
100% Occupancy



58

Home Care
Clients

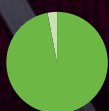
359

Residential Aged Care Residents
97% Average Occupancy



82

Kingia
Aged Care Residents
97% Average Occupancy



127

Ningana
Aged Care Residents
97% Average Occupancy



67

Tandara
Aged Care Residents
90% Average Occupancy



83

Waminda
Aged Care Residents
75% Average Occupancy

OUR IMPACT





Supporting One Another, Every Day

With age came wisdom, resilience and rich life experience, but it may also bring challenges such as health concerns, relocation, loss and isolation. These moments often leave individuals, friends or neighbours feeling disconnected from the community and the support networks they once relied on.

At SwanCare, we recognise the power of connection. That is why our teams collaborated to host a heartfelt morning tea in honour of R U OK? Day, creating a space for meaningful conversations and community care among village residents.

We also supported the initiative by delivering cupcakes and checking in with staff across all areas of the organisation. It was a simple gesture with a profound message: it's OK not to be OK and that reaching out could make all the difference.

Whether through a quiet chat over tea or a thoughtful check in, we remain committed to fostering a culture of compassion and support. At SwanCare, asking "R U OK?" is not just for one day, it is part of who we are, every day.

Bentley Park Open Day & Fete: A Celebration of Community

In October, SwanCare Bentley Park came alive with colour, energy and connection as residents proudly hosted the annual Open Day and Fete. This year, a refreshed format brought even more vibrancy to the Leisure Precinct, transforming it into a dynamic hub of activity for all ages.

From artisan markets and live entertainment to giant games and a petting zoo, the event offered something for everyone, including fresh scones, sausage sizzles and plenty of laughter. It reflected the creativity, generosity and community spirit that defines Bentley Park.

This free event not only showcased the talents of our residents but also strengthened our ties with the broader community. It celebrated what make SwanCare special — a place where people come together, support one another and create lasting memories.



"We are so delighted to be able to help Foodbank with the wonderful work they do. Heaps of thanks to residents, staff and friends for their generosity. We are so fortunate to live in such a kind-hearted community - we can't thank you enough."



A Generous Spirit: Supporting Foodbank WA

What began as a simple act of kindness grew into a powerful tradition at SwanCare Bentley Park. Since our first village Foodbank Appeal, the generosity of our community continued to exceed expectations, and this year was no exception.

Bentley Park residents and staff donated an incredible 780 kilograms of food to Foodbank WA, equating to 1,560 meals for individuals and families in need. This achievement marked a new personal best and reflected the deep compassion and community spirit that defines SwanCare.

Pam Hind, a retirement living resident and one of the dedicated coordinators behind the appeal, shared her heartfelt gratitude to everyone who donated, collected or helped spread the word. Your contributions made a meaningful difference in the lives of others and continued to showcase the generosity of our SwanCare community.

Sharing Tea, Treats & Generosity for a Cause

SwanCare has once again shown the power of community spirit, coming together in May to support Australia's Biggest Morning Tea in aid of Cancer Council Western Australia. Australind Rise and Bentley Park each hosted residents for a morning filled with tea, homemade treats, laughter and heartfelt generosity. Both events were made possible by the outstanding efforts of dedicated teams of volunteers, whose passion and commitment brought each event to life.

From delicious baked goods to a mountain of raffle prizes and donated items, the atmosphere was one of warmth and giving. Thanks to the incredible support of our SwanCare community, we raised over \$5,500 in Australind Rise and \$4,000 in Bentley Park, each making a meaningful contribution to cancer research and support services.

This event is a shining example of what we can achieve when we come together. Thank you to everyone who participated, donated and helped spread the word. Your generosity continues to make a real difference.





*Doris's secret to a long, happy life:
"Just keep doing things! Gotta keep moving."*

Celebrating a Century of Life

In May, SwanCare proudly celebrated a remarkable milestone with Doris, a beloved resident of our Bentley Park village, as she turned 100 and joined our Centenarian Club. Surrounded by her devoted family and friends, Doris marked the occasion with the grace and flair that defined her extraordinary life, from professional ballroom dancing and musical theatre performances at His Majesty's Theatre to solo sailing adventures and line dancing well into her nineties.

To honour this achievement, our CEO Phil Martin personally congratulated Doris and presented her with a commemorative letter acknowledging her entry into SwanCare's Live for Free policy. This initiative reflects our deep commitment to supporting residents in their later years, granting all retirement village residents who reach 100 a full waiver of their fortnightly service fees.

We are privileged to offer this policy, which embodies our values of respect, care and community. Doris's story stood as a testament to the vibrant life led and we were proud to celebrate her journey as part of our shared legacy.

Dianne May: A Quiet Achiever with a Lasting Impact

Described as a quiet achiever, Bentley Park resident Dianne embodied the spirit of community and compassion. From her early days on a South Australian farm to a lifelong journey of service, Dianne dedicated herself to helping others.

A former teacher and youth leader, Dianne's passion for community took many forms, developing school environmental programs, supporting refugee families and coordinating a low-cost food centre that upheld dignity and choice.

Since retiring at SwanCare, Dianne continues to give back. She supports Wheelchairs for Kids with hand-knitted teddies and plays a key role in organising SwanCare's annual Biggest Morning Tea fundraiser. During COVID-19, she and her husband Bruce created a village wide treasure hunt to lift spirits and keep neighbours connected.

Dianne's story serves as a powerful reminder that kindness, creativity and quiet leadership could leave a lasting legacy.

"My parents were community focused, but it was also the school's teachings that really influenced the rest of my life," shares Dianne.





"You must stay ahead of everything and keep up with the world, and you've got to keep fit and healthy - use it or lose it!"

Making a Splash

Age is no barrier to living life to the fullest and Roslyn Webb is living proof. Leading into her 80th birthday, Ros continues to inspire with her boundless energy and passion for dragon boat racing, leading a team of 22 women with the strength and spirit of someone half her age.

Ros's love for the water began early, growing up in Geraldton just 400 metres from the beach. "It was very accessible, so I was always there," she recalled. "My mother would take me to the front of the beach and say, 'Go on then.' It was sink or swim!"

Her journey into dragon boating began later in life. At 60, Ros discovered the sport through Dragons Abreast Australia, a national charity supporting breast cancer survivors and their families. Having faced breast cancer herself, and with her husband and daughter also impacted, Ros found purpose and connection in the sport.

"The first time I got in the boat, I instantly felt at home on the water," she said. That moment marked the beginning of a remarkable chapter.

Her achievements are nothing short of extraordinary. In 2019, she completed a 55km paddle down the Ord River and in 2020, she coached 40 women in Fiji. Most recently, she competed in the Pink Dragon Boat Race in Tasmania. Her next adventure? The Vogalonga in Venice, a 32km paddle through the city's iconic canals.

So, what kept Ros motivated for 5:30am training sessions? "Dragon boating and swimming help me unwind. It's how I destress, whether I'm in the pool or out on the water. I also love the camaraderie and the connections I've made with teams across Australia."

Ros's story is a powerful reminder of resilience and how positive energy will triumph.

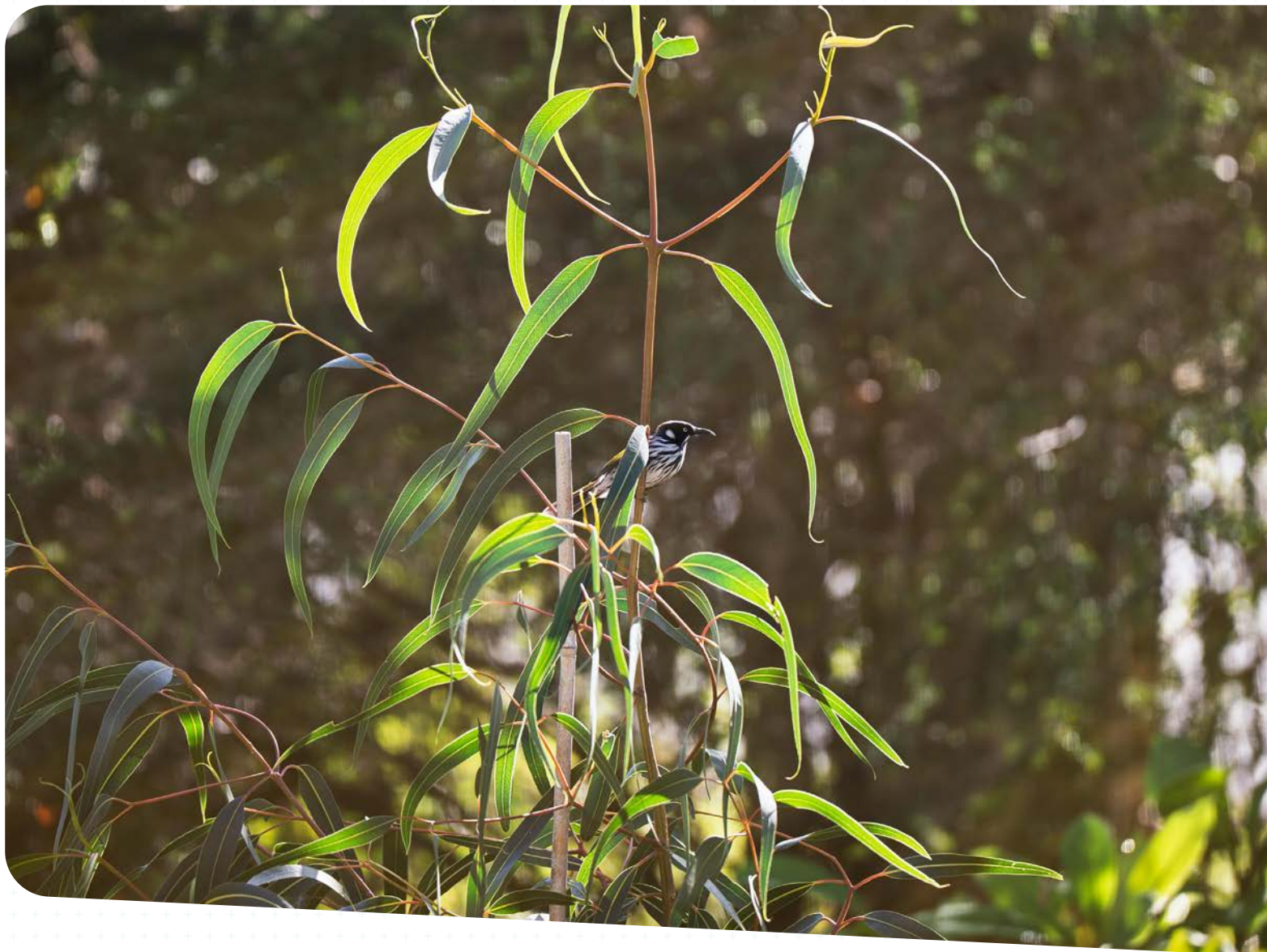
Community Harmony

In November, residents from SwanCare Waminda and Bentley Park came together for a heartwarming musical performance by Boronia's choir, Voices from Within. The choir delivered a vibrant repertoire; from upbeat, toe tapping numbers to moving melodies that resonated deeply with the audience. Residents and staff were invited to join in, creating a joyful and inclusive atmosphere.

Following the success of this initial performance, an encore event was held in April at The Club, bringing together residents from all four SwanCare aged care centres. This time, the musical collaboration expanded to include three choirs: Voices from Within, Mackie Street Singers and SwanCare's own AllSorts Choir. Their combined harmonies filled the room with energy and emotion, once again inspiring singalongs and smiles throughout the crowd.

These events exemplified the power of community connection and creative expression. We extend our heartfelt thanks to Boronia Pre-release Centre for Women and the Department of Justice WA for their ongoing partnership and support in fostering meaningful engagement across generations.





Growing Our Community Forest

SwanCare proudly cultivated its very own Community Forest at the northeastern end of Leeuwin Crescent, an initiative that began transforming the area into a vibrant green haven.

With support from a Town of Victoria Park grant, the urban forest project aimed to enhance local biodiversity, attract birdlife and create a peaceful shaded space where residents and visitors could connect with nature and each other.

This project was made possible thanks to the enthusiasm and hard work of our resident volunteers and the generous support of Prestige Property Maintenance. Their commitment and green thumbs helped bring the vision to life.

Forests play a vital role in sustaining ecosystems, offering food, medicine and shelter for both humans and wildlife. At Bentley Park, the Gardens Interest Group have long understood the value of green spaces. Their dedication to planting and nurturing our Community Garden laid the foundation for the forest to thrive.

Already, the area attracted local birdlife and brought joy to those who passed through. We look forward to watching our Community Forest grow and flourish for many years to come.

OUR TEAM

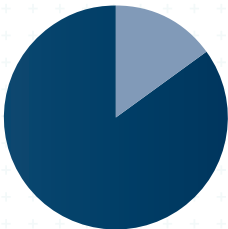


743

Total number of employees

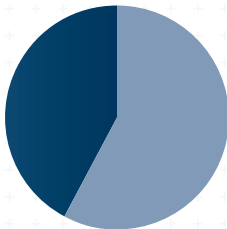
157

Volunteers



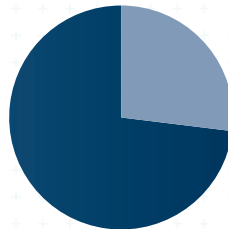
114

Number of Full Time Employees
15%



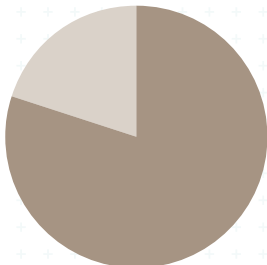
428

Number of Part Time Employees
58%

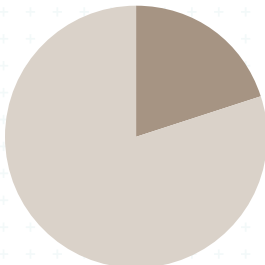


200

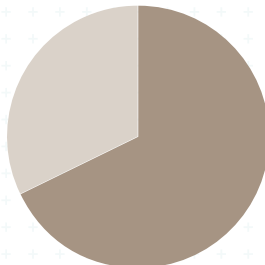
Number of Casual Employees
27%



Female staff
80%



Male staff
20%



English as a second language
68%

RECOGNISING EXCELLENCE ACROSS SWANCARE

89

8

3

25

Monthly Category Winners

End of Year Category Winners

End of Year Overall Winners

Long Serving Staff

At SwanCare, our people form the foundation of everything we do. Their dedication, compassion and professionalism shape the experience of our residents and define the culture of our organisation.

Throughout the year, we saw countless examples of staff going above and beyond; whether through exceptional care, innovative thinking or simply being a source of comfort and connection. These moments reflect the values we hold dear and the commitment our team bring to work each day.

We honour our long serving team members each year and regularly celebrate those who consistently embody our values, acknowledging the dedication, care and integrity that defines our workplace culture.



“There’s a new challenge every day and it keeps me occupied. I feel honoured to have spent all these years at SwanCare.”



Honouring Dedication: Staff Service Awards

Each year, SwanCare proudly hosts a Staff Service Awards Lunch to recognise the outstanding commitment of our long serving team members. The 2024 celebration in November was a testament to the strength and loyalty of our workforce.

Staff celebrating 10, 20 and 30+ years of service were joined by their loved ones, managers and CEO Graham Francis to mark this significant milestone. Together, these 25 individuals represented an incredible 370 years of combined service to the SwanCare community.

Among them was George Palmer, Maintenance Supervisor, who was honoured as the longest-serving team member on the day, celebrating an extraordinary 40 years of service.

We extended our deepest thanks and congratulations to all recipients. Their dedication, professionalism and care continued to shape the heart of SwanCare.

Each month, SwanCare proudly recognise team members who go above and beyond, nominated by colleagues, residents, families and friends. These nominations reflect the dedication, care and professionalism that defines our workplace culture.

Our annual Feathers Awards Night brought this recognition to life, celebrating the 12 monthly nominees and winners, and announcing SwanCare's Employee of the Year. The 2024 event was a vibrant evening of heartfelt stories, shared achievements and well-earned celebration, highlighting the strong sense of camaraderie across our organisation.

To all SwanCare staff, thank you for your continued commitment to enriching lives. Your contributions inspire us and we look forward to another year of excellence, teamwork and Feathers. + + + + +

Overall Winners:
Cecilia Bray & Carolyn Robinson,
Social Engagement Assistants – Team Nomination

Overall Winners:

Cecilia Bray & Carolynn Robinson,

Social Engagement Assistants – Team Nomination

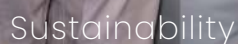
First Runner-Up:

Taonga Mkandawire - Compassion

Second Runner-Up:

Sam Gandhi – Compassion

◆ ————— 2024 ————— ◆





International Nurses Day

Monday 12th May 2025



Honouring the Heart of Our Care Team

Behind every member of SwanCare's care team lies a shared purpose: to deliver compassionate, dignified and person-centred care. Whether they are Registered Nurses (RNs), Enrolled Nurses (ENs) or Assistants in Nursing (AINs), each bring pride, empathy and dedication to their role.

"I am proud to be an Aged Care Nurse. I see each person for who they are, delivering care with dignity and choice, showing respect, celebrating their individuality and listening to their incredible stories. Providing care that enriches lives."

This sentiment echoed across our care workforce, united by a deep connection to their 'why'. On behalf of the entire SwanCare community, we extend heartfelt thanks to our care team for the difference they make every day.

Compassion that Extends Beyond Care

SwanCare received a heartfelt letter from the daughter of a beloved residential aged care resident who had sadly passed away. Her words offered a powerful reflection on the impact of our care team, not only in the lives of our residents, but in the hearts of their families.

In a touching moment, CEO Graham Francis shared the letter with the staff who had cared for the resident, acknowledging their dedication and compassion. “You really do enrich people’s lives and I just want you to know that,” said Graham. The response from the team was deeply moving.

These reflections highlighted the profound sense of purpose and empathy that drive our care team. On behalf of the entire SwanCare community, we extended our deepest gratitude to our staff for the difference they make every day, in every moment.



“This letter means a lot, it reminds us that what we do truly matters.”

“When I care for my residents, I treat them as if they were my own parents.”

“When we hear things like this, we feel seen and appreciated.”



Celebrating Volunteer Excellence

SwanCare's vibrant community is enriched by the generosity of our resident volunteers. Each year, we proudly celebrate International Volunteer Day on 5 December by recognising those who went above and beyond through our Villager of the Year awards.

In 2024, we received 27 nominations, reflecting the incredible contributions made across Bentley Park. This year's recipients, Stan Barclay and Bob Whitney, have been dedicated volunteers for four and seven years respectively. Their involvement spanned the SwanMobile, Social Club, Bowling Club, Auxiliary, Op Shop and countless resident events.

Stan and Bob exemplify the spirit of service, consistently giving their time to support others simply because they enjoy it. On behalf of the SwanCare community, we extend heartfelt congratulations and thanks to all nominees, and especially to Stan and Bob, for making a meaningful difference.

A Good Deed is Never Lost

Some people were born to do good in the world. As President of the SwanCare Centres Auxiliary group, and through other voluntary roles within the community, retirement living resident Annette is one of those special people.

Annette and her husband Hugh moved to SwanCare in December 2021 and became well and truly ingrained in the SwanCare family. The pair are involved in various clubs and groups, completely filling their social calendar.

One of Annette's voluntary roles is serving as President of the SwanCare Centres Auxiliary. She explained what the group did and why she loves being part of it:

"It is a fundraising group where we hold meetings, invite guest speakers and organise outings. We sell raffle tickets and lucky numbers to help raise money. People also pay an annual membership fee that goes towards a pot of funds. We have four residential aged care centres at SwanCare that we subsidise with our funds. It is lovely because you know you were making a real difference to the lives of residents in care."

Annette also achieved her bus driver's licence, enabling her to join SwanCare's volunteer team as a village bus driver, taking residents to and from outings around Perth.

Other activities she is involved in includes Indoor Carpet Bowls, Line Dancing, the Heart Foundation Walking Group and the Art Group, describing herself as quite a creative person.

Outside SwanCare life, Annette and Hugh love to travel wherever and whenever they can, an activity well deserved.

Annette, a retirement living resident, is sitting on a white wooden bench outdoors. She is wearing a white short-sleeved shirt with a colorful abstract pattern and light blue trousers. She has short grey hair and is wearing glasses. She is smiling and looking towards the camera. Her right arm is resting on the back of the bench. The background shows a green lawn, trees, and a building in the distance.

*"It's not too difficult.
I've driven a car with a
caravan around Australia –
the bus is easier!"*



“It’s hard to put into words how much this journey has meant to me. I have loved every minute of my time here, from the challenges we’ve faced to the successes we’ve celebrated...”

Farewelling our CEO: A Legacy of Leadership

In December, SwanCare bid a heartfelt farewell to CEO Graham Francis, marking the close of an extraordinary 19-year chapter of leadership and service. Surrounded by colleagues, residents and loved ones, including his proud father Colin, the celebration was filled with laughter, emotion and shared memories.

To honour Graham’s impact, staff and residents contributed to a surprise Wishes Wall, featuring handwritten messages of gratitude, reflections and bucket list ideas. It was a touching tribute to a leader who always placed people at the heart of his work.

True to form, Graham’s sendoff included his signature favourites, a cold beer and a sausage roll, adding a personal touch to a memorable occasion.

Graham’s dedication to enriching lives left a lasting legacy at SwanCare. His leadership shaped our culture, strengthened our community and inspired those around him. We thank Graham for his unwavering commitment and wish him every happiness in retirement.

SUSTAINABILITY





Enhancing Comfort & Care at SwanCare Waminda

Established in 1978, SwanCare Waminda has long been a cherished part of our residential aged care offering. In 2024-25, Waminda underwent a significant refurbishment designed to elevate both functionality and comfort, while preserving the welcoming, home-like environment our residents value.

The upgraded design will feature modern dining areas, inviting lounges and conveniently located nursing stations on each floor; creating accessible, vibrant spaces that encourage social interaction and support daily living.

Guided by our care philosophy, the refurbishment reflects our commitment to empowering residents to maintain independence and stay actively engaged. Through personalised support and a diverse calendar of social activities, we continue to foster a strong sense of community and belonging.

Once complete, SwanCare Waminda Care Centre will comprise of 110 beds and offer:

- Private, air-conditioned bedrooms with ensuite bathrooms
- Access to shared dining, recreation and lounge facilities
- Beautifully landscaped courtyards and modernised lifts for ease of movement across all levels

The Waminda Refurbishment Project remained on track for early completion in July 2025, marking a new chapter in our ongoing commitment to quality aged care.

Maya Apartments: A New Chapter in Community Living

Since 1961, SwanCare proudly led the way in providing quality accommodation for older Western Australians. Over the decades, our Bentley Park campus grew into a vibrant, supportive environment; one that continues to evolve to meet the needs of our residents. The next exciting step in this journey is the development of Maya Apartments, which received final approvals and moved into the construction phase.

Located just behind the Grocery Store and Hair at Swan on Adie Court, Maya Apartments will be a three-storey building offering 18 thoughtfully designed independent living apartments, along with welcoming communal spaces and convenient parking.

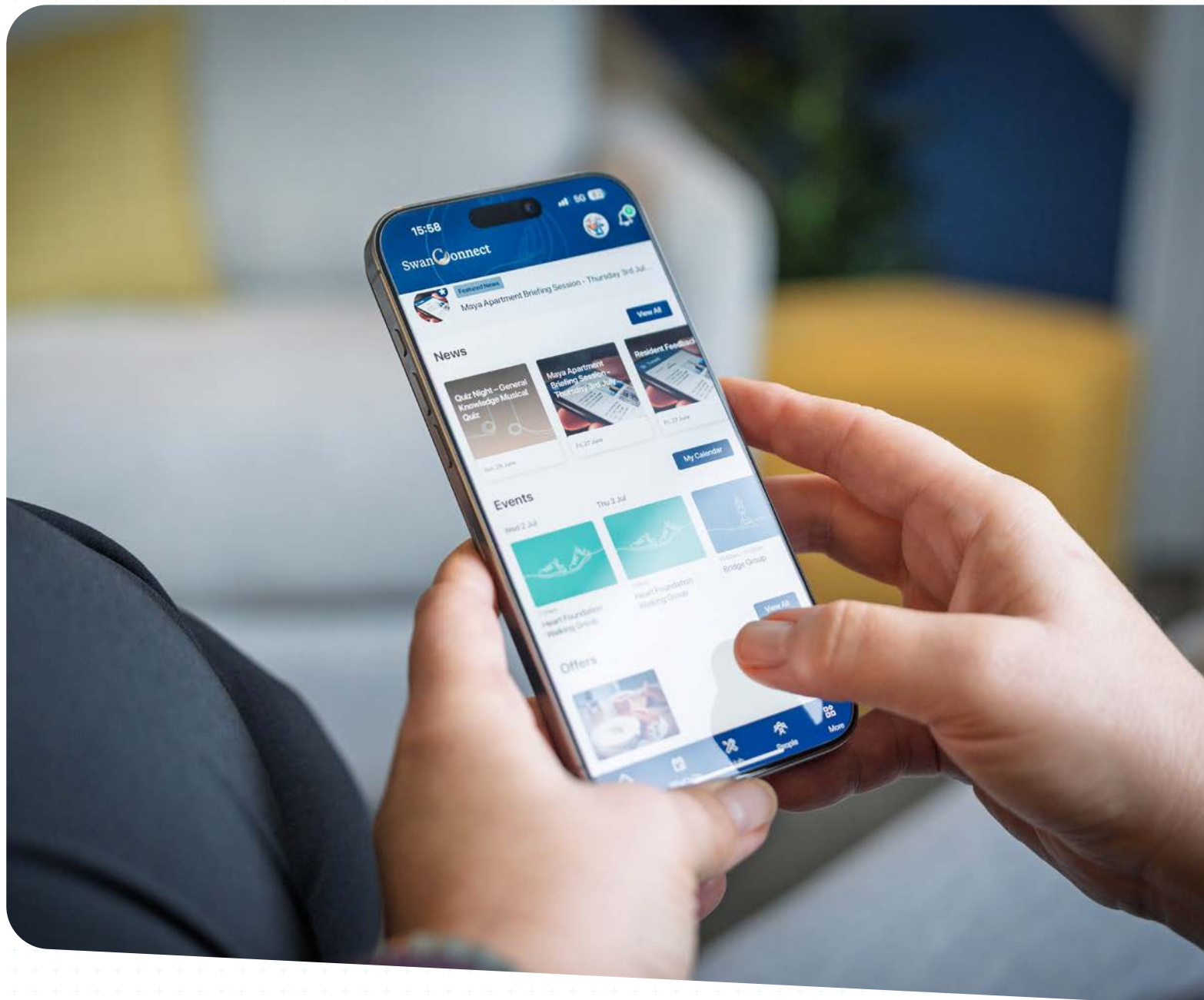
Designed by Iredale Pedersen Hook Architects, Maya Apartments reflects best practice in liveable home design, achieving Platinum level certification under the Liveable Housing Design guidelines. This ensures the apartments are tailored to support residents with higher mobility needs, enabling greater independence and the ability to comfortably age in place.

The development offers a variety of apartment layouts to suit different lifestyles, all with access to the broader SwanCare Bentley amenities, including the award-winning Leisure Centre Precinct, which remains a hub of activity and connection for our community.

A key feature of the project will be the extension of Grandis Boulevard, transforming it into a pedestrian friendly space while preserving Talbot Place for future landscaping and community use. The ground level design includes shaded areas, seating and informal gathering zones, with paving that seamlessly connects the building to surrounding footpaths; creating more opportunities for residents to meet, relax and enjoy the outdoors.

Maya Apartments is more than just a building, it reflects SwanCare's ongoing commitment to creating spaces that support independence, wellbeing and community connection for older West Australians.





Connecting Our Community

In 2024, SwanCare introduced SwanConnect, a resident communications app designed to strengthen connections across Bentley Park and enhance everyday engagement.

SwanConnect provides a simple, user friendly way for residents to stay informed and connected. From village news and upcoming events to maintenance requests, SwanMobile bookings, café specials and group catch ups, with everything accessible in one convenient place.

Importantly, SwanConnect was designed with older users in mind; no technical expertise needed. Residents simply register, download the app and begin exploring. The intuitive interface makes it easy to send messages, view event details and stay in touch with neighbours and staff.

The app helps reduce barriers to communication and fosters a stronger sense of community. Residents can quickly check what is happening around the village, RSVP to activities and reach out to staff for support or information. This ease of access helps promote independence and reduces isolation by encouraging social participation.

Launched in late April, SwanConnect welcomed over 120 Bentley Park residents in the initial rollout period, with plans underway for SwanConnect to become ingrained in the new resident onboarding process. The app plays a key role in building stronger relationships between residents, staff and the wider SwanCare community, making communication and connection more seamless, responsive and inclusive.

Because It's Never Too Late to Be Cybersmart

SwanCare remains committed to supporting residents in living the life they desire; confidently, safely and independently across all aspects of daily life.

Through a Cyber Security Awareness Support for Vulnerable Groups grant from the Australian Department of Home Affairs, SwanCare partnered with cyber safety experts CS-8 to deliver engaging and practical learning sessions tailored to older Australians.

Launched earlier in the year, the sessions quickly became a highlight for residents. Delivered in a supportive and accessible format, they equip residents with essential skills to stay safe online, including how to identify scams, protect personal information and navigate digital platforms with confidence.

For SwanCare residents, the benefits were clear:

- Improved confidence in using technology
- Greater awareness of online risks and how to avoid them
- Stronger connections with family, friends and staff through safe digital communication
- Enhanced independence, enabling residents to manage online tasks securely

Beyond technical skills, these ongoing sessions foster social connection and spark meaningful conversations. Residents learn together, share experiences and support one another in building digital confidence.

Staff have also gained valuable insights, reinforcing SwanCare's culture of continuous learning and shared responsibility for resident wellbeing.

This initiative demonstrated how practical education empowers older Australians to navigate the digital world with confidence. SwanCare was proud to support programs that promote safety, independence and lifelong learning, because it was never too late to be cybersmart.





OUR BOARD

BOARD OF DIRECTORS



Kim Hocking
Chair of the Board

Kim holds an MBA and Graduate Certificate in Management from the Australian Institute of Business. With over 20 years in the not-for-profit sector, she specialises in organisational strategy, transformational change and strategic project delivery.

Commenced

October 2017, Elected Chair
October 2019

Committee

Governance & Compliance



Rob Wilton
Deputy Chair

Rob has held senior finance and executive roles across commercial and not-for-profit sectors, including oversight of ICT, HR and safety. He previously served in the Special Forces of the Australian and British armies and brings strong expertise in corporate finance and governance.

Commenced

July 2019

Committee

Elected Chair of Audit,
Finance & Risk in June 2025



Dean Lavers
Non-Executive Director

Dean has extensive executive experience and expertise in strategy, governance and risk. He holds a Bachelor of Engineering, an MBA and is a graduate of the Australian Institute of Company Directors.

Commenced

July 2019

Committees

Chair of Innovation, Strategy
& Growth
Governance & Compliance



Dr Pam O'Nions
Non-Executive Director

Pam is a Registered Nurse and Certified Healthcare Executive, Fellow of the Australasian College of Health Service Managers, Institute of Clinical Governance graduate and member of the Australian Institute of Company Directors.

Commenced

May 2021

Committees

Chair of the Governance
& Compliance
Innovation, Strategy & Growth



Anna Ciffolilli
Non-Executive Director

Anna is a senior legal practitioner with experience in legislative review, corporate and administrative law. She has served on multiple boards across education, health, immigration and environmental sectors, and was an inaugural sessional member of the State Administrative Tribunal.

Commenced

November 2021

Committee

Audit, Finance & Risk



Brad Harvey
Non-Executive Director

Brad is a digital transformation and cyber security leader with experience across finance, mining, agriculture and supply chain sectors, having presented internationally on cloud strategy and business process innovation.

Commenced

November 2021

Committees

Innovation, Strategy & Growth
Audit, Finance & Risk



Scott Waters
Non-Executive Director

Scott is a brand and marketing specialist with experience across banking, telco, media and consultancy. He integrates brand and acquisition strategy with user experience design to improve customer engagement and business outcomes.

Commenced

July 2022

Committees

Innovation, Strategy
& Growth
Governance & Compliance



John McLean
Non-Executive Director

John has global experience advising and leading businesses across three continents. With a background in economics and accountancy, he brings a strategic financial lens to governance.

Commenced

April 2022

Resigned

June 2025

Committee

Former Chair of Audit,
Finance & Risk



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