ANNUAL REPORT



2025 - 2026

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Chairman's Report

Robin Blake

I am privileged to present the Chairperson's Annual Report for 2025 – 2026. The year under review reflected continued commitment to Trans-50's vision, strategic objectives, and stakeholders. We entered the year with a clear responsibility to build on the progress made in previous years while responding appropriately to the opportunities and challenges arising during the period. This report provides an opportunity to reflect on our achievements, acknowledge the challenges we have encountered and identify the priorities that will guide us into the future.

The year particularly highlighted the importance of our people. The commitment of our staff, the executive and non-executive directors, has been fundamental. Their willingness to contribute their time, expertise and effort has enabled the company to continue delivering its programmes and fulfilling its responsibilities to the residents. Trans-50 remains committed to fostering a people-centred culture based on integrity, accountability, respect, professionalism, collaboration and continuous improvement.

This report begins by acknowledging the fulcrum of Trans-50: the five villages. The village managers, Vanessa de Villiers (Acacia Park), Shaun Fabricius (Panorama Palms), Andrea Kruger (Fichardt Park), Marna Mare (Witfield Park) and Sylvia van de Weide (Jakaranda Park) and their staff are commended for their ongoing commitment and dedication to providing exceptional services to the residents, exemplified by the company's vision:

To be the recognised leader in the provision of quality accommodation and quality person-centred care for older persons, delivered within a financially sustainable and ethically governed framework.

The Board bade farewell to two non-executive directors, Lyn van Rooyen and Ray Claassens, at the end of 2025. On behalf of the Board, I extend my sincere appreciation to Lyn and Ray for their service and dedication over many years. They will be sorely missed. In their place, we welcome Wilton van der Walt and Annelise Botha, and we look forward to drawing on their expertise and experience. My most sincere thanks are directed to our executive directors, Ruan de Wet, Teresa Barnard and Christi Louw, and to our non-executive directors, Norman Taylor, Annelise Botha, Lindy Bossenger, Henry Janse van Vuuren, Anneke Liebenberg, Wilton van der Walt, Dirk van den Berg and Gordon Yekelo, not forgetting Allen van de Weide, our National Property Manager, whose expertise, knowledge and dedication have contributed to making Trans-50 a company that we are all proud of.

The Board continued to implement its strategic priorities during the year, namely:

- Strengthen governance and non-executive board succession to ensure continuity, renewal, and effective oversight.
- Elevate Integrated Health and Facilities Management (IHFM) reporting to the Board level to improve risk management and care quality oversight.
- Build leadership capability through CPIS mentoring for village managers, national managers and directors.
- Engage and motivate staff through structured engagement, recognition, and performance alignment.
- Provide emotional and operational support to build resilience and sustain compassionate care delivery.
- Implement a values-based appointment strategy focused on long-term organisational fit rather than short-term role filling.
- Reposition marketing and organisational identity to reflect the changing meaning of retirement, independence, and quality of life.

The Board and management afforded leadership and oversight, with a strong emphasis on accountability, transparency and responsible decision-making. Regular meetings provided opportunities to review the company's performance, financial matters, risks, operational developments, and strategic priorities. Moreover, the Board remained focused on strengthening its governance structures, improving operational effectiveness, delivering its planned programmes and activities, and ensuring that available resources were managed sustainably.

The sub-committees (audit; finance; property; care, ethics and lifestyle; human resources; and steering) remained engaged in monitoring progress against agreed objectives and maintaining appropriate oversight. Policies, procedures and internal processes were reviewed where necessary to ensure that Trans-50 continues to operate effectively in accordance with its responsibilities. Particular attention was given to organisational development, programme and service delivery, stakeholder engagement, financial sustainability and future organisational development. Progress in these areas has helped to strengthen Trans-50's foundations.

Financial stewardship remained a key responsibility. The Board and management continued to oversee Trans-50's financial performance against approved budgets and priorities. Attention was given to responsible expenditure, financial controls and accountability for the use of the company's resources. We remain committed to ensuring that financial resources are managed prudently and directed towards the achievement of the company's objectives. The audit reports for the period should be read together with this report to provide a comprehensive view of the company's financial performance and position.

Risk management and compliance continued to be important areas of focus. The company continued to identify and monitor key financial, operational, and governance risks. Appropriate measures were considered to mitigate these risks and strengthen resilience. As the operating environment continues to evolve, risk management will remain an important component of planning and decision-making.

In terms of organisational development, efforts were directed towards improving internal structures, systems and processes. These initiatives intend to enhance efficiency, accountability and Trans-50's ability to respond to the needs of its stakeholders. While there is still scope for further improvement, the progress made represents an important step towards building a stronger and more sustainable company.

Planned programmes and activities were implemented during the year, with emphasis on achieving meaningful outcomes for members, beneficiaries and other stakeholders. The company remained committed to ensuring that its activities were aligned with its overall purpose and strategic objectives.

As with any reporting period, Trans-50 experienced several challenges. These included resource pressures, changing stakeholder expectations, operational demands and the need to balance immediate priorities with longer-term strategic objectives. These challenges required careful planning, communication and prioritisation. Importantly, they also provided valuable lessons. The experience of the past year has reinforced the importance of having clear priorities, maintaining open communication, strengthening governance, managing risks proactively and making effective use of available resources.



One of the most significant lessons from the year has been the importance of collaboration. Our ability to achieve our objectives depends on the collective contribution of the company's governance structures, management, staff, volunteers, residents, partners and other stakeholders. Continued collaboration and constructive engagement will therefore remain essential as the company moves forward.

Looking ahead, The Board and management will seek to consolidate the achievements made during the year while addressing areas that require further attention. Priorities include strengthening sustainability, improving operational efficiency, continuing to deliver effective programmes and services, enhancing stakeholder engagement, strengthening governance and accountability, managing financial and operational risks, and developing capacity for the future. The coming year presents opportunities to build on Trans-50's achievements and to strengthen its position for continued sustainable development. The Board and management will remain focused on ensuring that strategic priorities are translated into meaningful actions and measurable outcomes, while remaining responsive to changing circumstances and stakeholder needs.

In conclusion, Trans-50 operates in an environment characterised by rising care expectations, increasing regulatory scrutiny, financial pressure on non-profit companies, and a rapidly changing understanding of ageing and retirement. While there remains important work ahead, Trans-50 enters the new reporting year with a stronger understanding of its priorities and a continued commitment to fulfilling its purpose.

Managing Director's Report

Ruan de Wet

During the 2025-26 financial year, our cash reserves grew to R13.3 million by July 2026, up from R9.8 million a year earlier, a further R3 million increase, continuing the rebuilding trend of recent years. Total income for the year was R152 million against expenses of R148 million, an operating surplus of R15.8 million (2024-25: R16.5 million surplus). Revenue increased by 2.5% (2024-25: 7.7%), while expenditure grew by 3.3% (2024-25: 6.3%). This was our second consecutive positive result since the difficult 2023-24 year and reflects continued financial discipline across the villages.

Average occupancy across the villages eased slightly from 93.9% in 2024-25 to 92.2% in 2025-26, against a budgeted occupancy of 95%. Life right occupancy remained our strongest category at 98.9%, and memory care continued its recovery, improving from 82.9% to 87.3%.

Frail care occupancy, however, declined notably from 85.4% to 75.6%, and occupancy in rooms and cottages also eased slightly. This softening in care and rental occupancy is an area we are monitoring going into 2026-27.

Resident movement remained active during the year: 153 new residents joined Trans-50 villages, while 156 residents left through death, relocation or other reasons.

Looking ahead, we continue to explore how evolving best practices in retirement living – from integrated wellness and lifestyle programmes to a diverse spectrum of care – can strengthen our villages' appeal and support our residents' wellbeing.

A warm welcome to all the residents who moved into Trans-50 villages during the year. We hope you find your new home to be much more than expected.

We extend our thanks to everyone involved with Trans-50 for support over the past year. We value and appreciate you.

A special thank you to our village managers who continue to perform exceptionally, even in a more challenging occupancy environment. Your commitment to the welfare of residents, their families and our staff is seen and appreciated.

The finance sub-committee held three meetings during the financial year. The members are Wilton van der Walt (chairman), Dirk van den Berg, Lindy Bossenger and Henry Janse van Vuuren.

The tasks of the committee include but are not limited to:

- Noting and managing financial risks.
- Determining the influence of regulatory changes on the company's financial status.
- Research and draft contingency plans to mitigate possible risks.
- Check the consolidated and individual budgets of each operating entity.
- Check short- and long-term implications, as well as risk elements in the budget.
- Define and apply budget policies.
- Supervise the investment policy of Trans-50.
- Test the long-term financial strategy of Trans-50.
- Check the effectiveness of the internal system to follow legislation and regulations.



The committee met with all village managers to finalise the 2025/2026 budgets. The committee evaluates the monthly financial results to meet budgetary targets.

The ***audit committee*** met twice during the 2025/2026 financial year. The members are Dirk van den Berg (chairman), Anneke Liebenberg and Robin Blake.

The audit committee supports The Board in meeting its fiduciary requirements and responsibilities.

The committee:

- Evaluates the process of financial reporting and internal controls.
- Ensures that the company meets its statutory requirements.
- Ensure that the company conforms to ethical business practices.
- The Committee will also track management risks if they arise.
- Meet with external auditors to discuss the audit approach and scope.

The ***external audit*** generated the following for presentation to The Board:

- Trans-50 Association NPC annual financial statements.
- Management report.
- Reconciliation between the management accounts and the financial statements.
- Certificate of the kitty funds (trust funds).
- Auditors' client risk profile.
- Auditors' secretarial department independence declaration.
- Auditors' taxation department independence declaration.
- Independent compilers report.
- Independent compilers' letter of appointment.
- Report on the effectiveness of the internal audit function at the villages.



Financials

The following is an extract from the audited annual financial statements for the year ended 30 June 2026. The comprehensive AFS are available from the reception desks at each of our villages or can be obtained by contacting admin@trans50.org.za

TRANS-50 ASSOCIATION NPC (REGISTRATION NUMBER 1999/002024/08)
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2026

	2026 R	2025 R
Assets		
Non-Current Assets		
Property, plant and equipment	4 248 589	4 022 592
Investment property	665 756 968	665 756 968
Investments	6 255 706	5 093 801
	676 261 263	**674 873 361**
Current Assets		
Trade and other receivables	1 128 520	1 145 268
Cash and cash equivalents	13 327 622	9 835 400
	14 456 142	**10 980 668**
Total Assets	**690 717 405**	**685 854 029**
Equity and Liabilities		
Equity		
Capital reserve	26 985 607	26 985 607
Levy reserve	2 719 454	2 293 608
Training reserve	502 388	679 621
Retained Income	535 621 974	533 175 495
	565 829 423	**563 134 331**
Liabilities		
Non-Current Liabilities		
Life right revenue in advance	77 156 687	78 298 041
Long term liabilities	284 683	
Long term accrual	2 215 693	2 602 021
	79 657 063	80 900 062
Current Liabilities		
Trade and other payables	11 740 461	11 367 226
Life right revenue in advance	22 605 746	20 220 814
Provisions	1 983 877	1 850 333
Accommodation deposits	8 900 835	8 381 263
	45 230 919	**41 819 636**
Total Liabilities	**124 887 982**	**122 719 698**
Total Equity and Liabilities	**690 717 405**	**685 854 029**

Statement of Surplus or Deficit and Other Comprehensive Income

	2026 R	2025 R
Revenue	139 683 298	137 264 656
Other operating income	12 658 238	11 346 704
Other operating expenses	-136 490 232	-132 032 800
Operating surplus	**15 851 304**	**16 578 560**
Investment revenue	981 297	838 038
revenue	-15 335	
Surplus for the year	**16 817 266**	**17 416 598**
Building renovation costs	-14 018 182	-11 080 215
(Deficit)/Surplus for the year	**2 799 084**	**6 336 383**

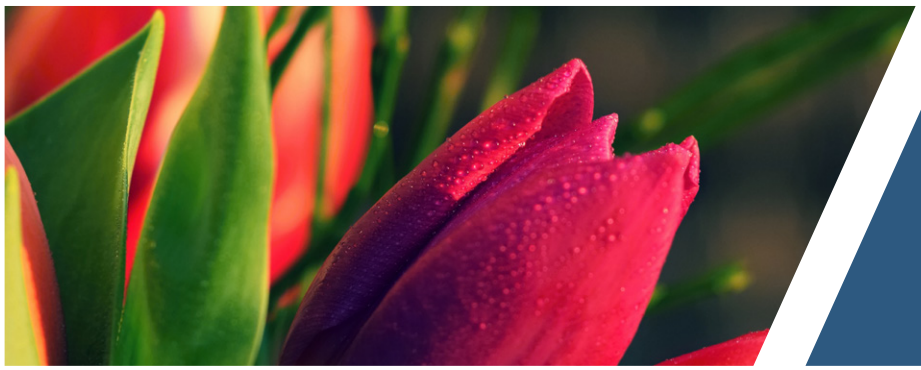
Statement of Cash Flows

	2026 R	2025 R
Cash flows from operating activities		
Cash (used in) generated from operations	4 616 192	897 336
Investment revenue	981 927	838 038
Finance cost	-15 335	
Net cash from operating activities	**5 582 784**	**1 735 374**
Cash flows from investing activities		
Purchase of property, plant and equipment	-1 424 929	-872 828
Proceeds on disposal of property, plant and equipment	78 345	2 594
Net Cash movement in investments	-1 161 905	-936 517
Net cash from investing activities	**-2 508 489**	**-1 806 751**
Cash flows from financing activities		
Long term liabilities advanced	284 683	
Movement in long term accrual	-386 328	2 602 021
Movement in accommodation deposits	519 572	402 140
Total cash movement for the year	3 492 222	2 932 784
Cash at the beginning of the year	9 835 400	6 902 616
Total cash at end of the year	**13 327 622**	**9 835 400**



Human Resources Report

Teresa Barnard



> Behind every statistic in this report is a person who chose, again this year, to show up for our residents.

Executive Summary

This report brings together the HR board reports issued over the 2025-2026 reporting cycle, but numbers only tell part of the story. At year-end, Trans-50 has 204 staff across five villages and head office - 204 individuals who arrive each day to care for, support and stand alongside our residents, often in physically and emotionally demanding roles, and often for many years. This report is as much about them as it is about the figures they produced.

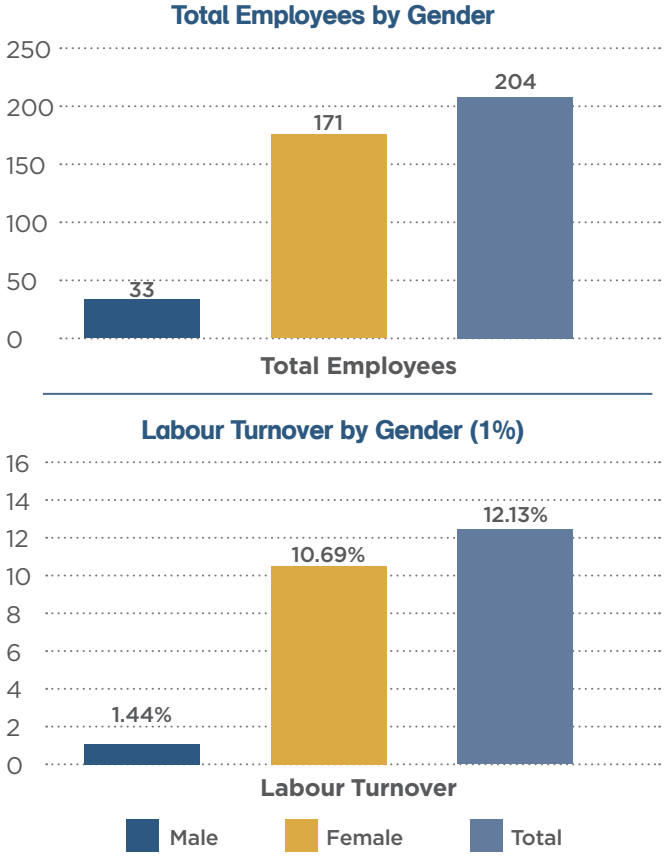
Labour turnover stood at 12.13% for the year and absenteeism at 2.27%, figures which reflect a stable, committed workforce in a sector where staffing pressure is the norm rather than the exception. Training completion reached an outstanding 140% of target, a promising indication of how seriously our teams take their growth and the quality of care they provide. A core of 71 employees now has ten or more years of service with Trans-50, a depth of industry knowledge and trusted relationships with residents that we are proud to have retained.

The year also brought real challenges: employee relations matters at several villages, the physical and emotional toll that caregiving takes, and the ongoing complexity of Employment Equity compliance ahead of the 2026 sectoral measurement cycle. In every instance, what stood out was how our village managers, care staff, and support teams alike worked through these challenges with professionalism, compassion, and an unwavering focus on the residents in their care.

Our Year in Numbers – HR Dashboard, Year-to-Date June 2026

The statistics below are sourced directly from the HR Dashboard (YTD June 2026) and represent the definitive year-end position. They are presented here not as an end in themselves, but as evidence of the consistency, dedication and resilience of the teams across our five villages and head office.

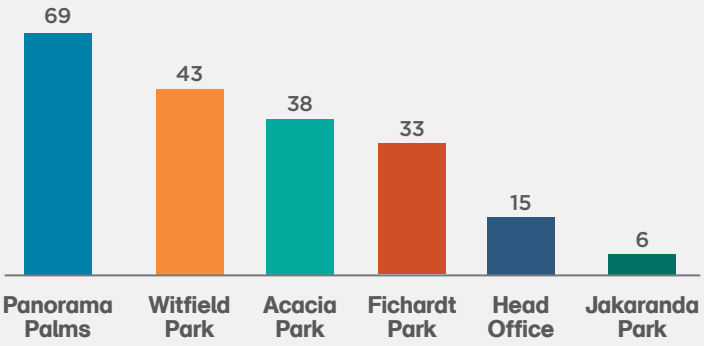
Key Metrics at a Glance



Absenteeism Rate	2.27%
Training Completed	140%
Average Age	46
YTD Terminations	25

A workforce that is 84% female reflects the deeply human, hands-on nature of the care our company provides. An average age of 46 and a training completion rate well above target paint a picture of an experienced team that continues to actively invest in improving the quality of care it delivers.

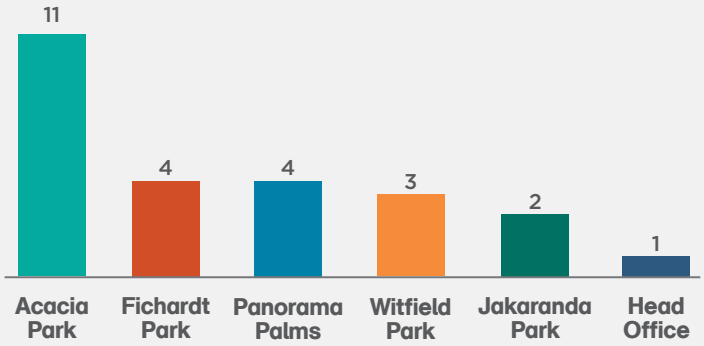
Total Employees per Village



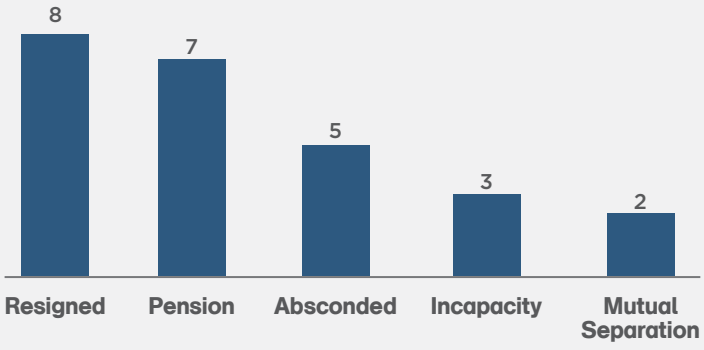
Every one of these teams, from our largest village to our smallest, carries the same responsibility: the wellbeing and dignity of the residents in their care. That responsibility is felt as strongly in a six-person team at Jakaranda Park as it is across the 69 employees at Panorama Palms.

Terminations – YTD June 2026

A total of 25 terminations were recorded for the year, distributed as follows:

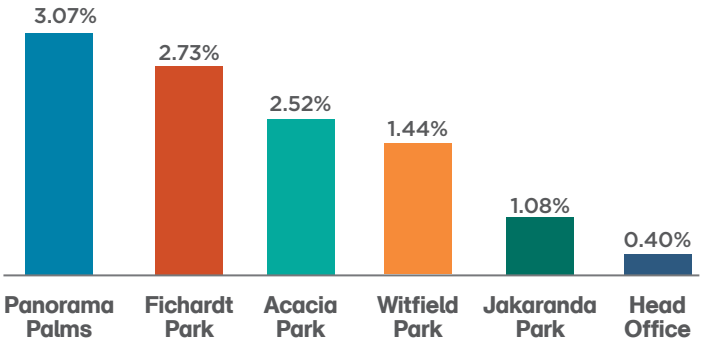


Reasons for termination across the year:



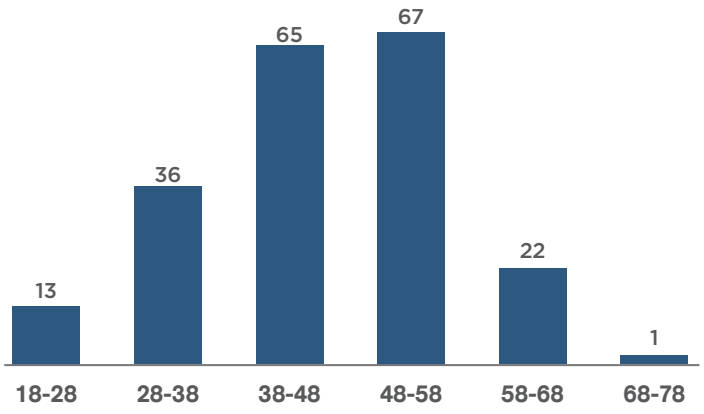
Seven of this year's departures were employees retiring from a career spent in service of our residents, a milestone we recognise with gratitude rather than treating it simply as a line on a dashboard. Where incapacity or health played a role in an exit, our approach was to support the staff with dignity, as reflected in the individual circumstances described in Section 2.

Absenteeism and Cost by Village



The absenteeism rate of 2.27% is a genuinely strong result for a physically demanding, shift-based care environment and speaks to the commitment of our teams showing up for residents day after day.

Workforce Age Distribution

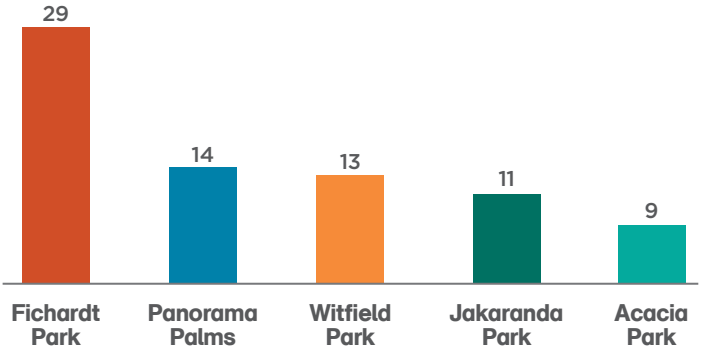


The workforce skews toward the 38–58 age bands (132 of 204 employees), consistent with an average age of 46—a mature, experienced team that brings real-life experience to the care it provides.

Length of Service

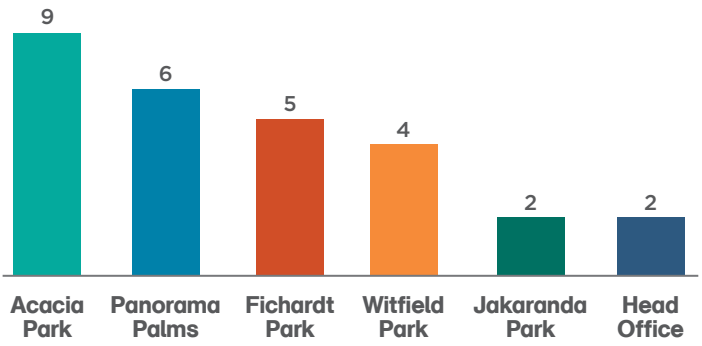
Just over half the workforce (105 employees) has less than five years of service, reflecting our recruitment activity in recent years, whilst a core of 71 employees has ten or more years of service, several with well over two decades of dedicated service. This blend of newer energy and long-standing experience and institutional memory is one of Trans-50's greatest, if least visible, assets.

Average Training Days per Village



Fichardt Park's average of 29 training days per employee is a standout achievement and reflects a team that has enthusiastically embraced ongoing learning.

New Employees per Village



We welcome each of this year's 28 new team members and thank the colleagues and managers who helped them settle into the Trans-50 culture of caring for our residents.

Recruitment and Terminations

Recruitment and separations remained active throughout the year across all villages. The year-end position, 25 terminations set against new appointments at Acacia Park, Panorama Palms, Fichardt Park, Witfield Park and Jakaranda Park, reflects a workforce in continued, but managed, transition, driven by natural attrition, retirements, performance-related exits and competitive pressure in the care-sector labour market. Throughout, our focus remains that we treat every departing employee fairly and with dignity and on bringing in new team members who share our commitment to person-centred care.

Our recruitment strategy has been revised in response to early attrition among newly appointed staff, introducing more thorough interview processes and structured six-month performance evaluations to ensure new colleagues are well matched to the demands – and the rewards at Trans-50.

Training and Development

Training completion for the year reached an impressive 140% of target, a clear demonstration of how much our teams value building their skills in service of better resident care. Fichardt Park (29 days average) and Panorama Palms (14 days average) led investment in staff training. The Workplace Skills Plan (WSP) and Annual Training Report (ATR) submissions to the relevant SETAs have remained a consistent annual compliance priority, with villages closely monitoring submission deadlines.

The HR Sub-Committee has adopted three core strategic pillars to guide human resources initiatives going forward: risk management, upskilling and reskilling of employees, and competitive advantage—underpinned by a shared commitment to best practice, continuous improvement, and giving our people every opportunity to grow.

Institutionally Based Care (IBC) training for new care practitioners, coordinated by our Training Manager, Christa Pretorius, continued to form an important part of our investment in the quality of resident care. The programme equips new care practitioners with the foundational knowledge and practical skills needed to work in a care setting.

Its content covers communication; maintaining a safe environment, including infection control, the prevention of medico-legal hazards and healthcare waste; activities of daily living such as nutrition, personal hygiene, elimination needs, positioning and mobilisation, pressure care, rest and sleep, oxygen therapy and pain management; care of the older person, including age-related changes, common degenerative conditions, legislation and supportive aids; first aid; and support to the multi-disciplinary healthcare team, including record-keeping, equipment and the therapeutic environment. During 2025–2026, 12 students graduated from the IBC training, and a further 19 students enrolled in the programme, building a pipeline of skilled, well-prepared care practitioners for our villages.

Employment Equity

Employment Equity compliance was managed in line with legislative requirements throughout the year. Most Trans-50 villages fall below the 50-employee statutory reporting threshold and are exempt from formal reporting. Panorama Palms, as the company's largest village, remains a designated employer subject to the full Employment Equity Act requirements and submitted its Employment Equity Plan and Annual Report to the Department of Employment and Labour.

Sectoral Targets and Compliance Timeline

Panorama Palms falls within the Human Health and Social Work Activities sector, meaning sector-specific numerical targets, including a mandatory 3% disability target, now apply directly. The 2025 reporting cycle (1 September 2025 to 15 January 2026) was the first under the amended Employment Equity Act and served as a baseline exercise.

Employers will first be measured against annual numerical targets from the 2026 reporting cycle, with real compliance measurement beginning in September 2026. A new Employment Equity Compliance Certificate, required for government contractors and valid for 12 months, has also been introduced as a reputational and governance indicator.

Recommendations arising from this analysis include developing a succession framework to progress designated-group candidates into senior and top management, reviewing the disability register against the Act's expanded definition to identify previously unrecorded qualifying employees, and formally documenting justifiable reasons, structural constraints and skills scarcity in the nursing and retirement sector—to support the compliance certificate application where targets cannot be met within the current cycle.

Compensation and Benefits

Salary negotiations for the 2025 – 2026 period were informed by prevailing inflation trends and concluded at rates below the budget while remaining fair to employees. The company has reviewed its uniform allowance and continues to apply its long-service award structure, a tangible way of recognising the people who show up for our residents every day, not just at review time.

Employee Wellness

The Employee Assistance Programme (EAP) continues to provide confidential support to employees facing personal and work-related challenges, including emotional trauma, gender-based violence, relationship difficulties and serious medical diagnoses. Employees affected by workplace incidents and medical conditions have been actively enrolled on the EAP as part of the company's broader duty of care. We believe that a team which cares this deeply for our residents deserves the same level of care in return, and wellness initiatives, including mental health webinars, continue to be made available to build awareness and practical coping strategies.

Policies, Procedures and Governance

Updated policies and procedures were distributed to all villages for implementation and compliance. The Organisational Climate Questionnaire process was refined during the year, reducing the survey length and improving completion rates. This has been used to evaluate leadership and identify risks at specific villages, several of which have since been addressed through management changes and coaching, always with the wellbeing of both staff and residents in mind.

HR Conclusion and Outlook

Trans-50 closes the year with a stable, experienced workforce; low overall turnover; outstanding training completion; and a clear line of sight on the compliance obligations that will apply from the 2026 Employment Equity reporting cycle. The figures in this report are a record of 204 people choosing — shift after shift, village after village — to show up for our residents with skill, patience and genuine care.

Acknowledgements & Appreciation

Leadership Recognition

We extend our sincere gratitude to the Board of Directors for their strategic guidance and continued support of HR initiatives throughout the year and to the HR Sub-Committee for its expertise in navigating a year that combined real operational complexity with real human circumstances. The collaboration between HR, village management and the executive team has enabled a consistent, people-first approach to a demanding but successful year.

Management & Staff Appreciation

Our deepest appreciation goes to the village managers, care managers, property maintenance managers, supervisors and team leaders who led their teams through a year of challenge, from staffing transitions and union matters to the personal hardship faced by individual colleagues, while never losing sight of the residents in their care.

To all 204 members of the Trans-50 family - across our five villages and Head Office - thank you. Thank you to those who have been here for decades and to those who joined us this year. Thank you for exceeding your training target by 140%, for the shifts you covered when someone else could not, and above all, for the compassion, patience, and professionalism you bring to residents who depend on you every single day. This report is, ultimately, a record of your work.

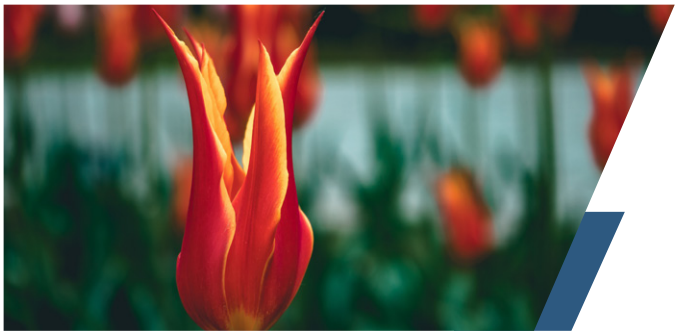
Committee & Stakeholder Thanks

We acknowledge with appreciation the Board members, and in particular the HR Sub-Committee (Norman Taylor, Lindy Bossenger, Ruan de Wet, Gordon Yekelo and Robin Blake), for the strategic direction and oversight they provided throughout the financial year. Their guidance set the course for our HR priorities and ensured that our initiatives remained aligned with the company's broader goals.

We thank God for keeping us safe and guiding us this past year. His care has carried us through every season and made our progress possible.

Care, Ethics & Lifestyle Report

Christi Louw



The Care, Ethics and Lifestyle Committee is mandated to provide strategic direction and oversight for the quality and safety of the lifestyle and care services offered to residents, including the ethical integrity and standards within the company. Our care vision is to create an environment that understands and responds to residents' needs, inspiring a life of purpose and dignity through care grounded in compassion and respect.

Achieving this vision requires creative and adaptive strategies to navigate evolving individual needs and expectations while upholding best-practice standards. A key challenge during the year was extended vacancies in critical nursing and management positions, which placed pressure on service delivery and team cohesion.

Our care and lifestyle strategy extends beyond care toward a proactive wellness approach that enhances residents' quality of life and overall wellbeing. Delivering frail care, memory care, palliative care and assisted living services requires employees with specialised skills in these areas. It is a privilege to present the year's activities across our care and lifestyle departments and to recognise the exceptional dedication of the employees who bring this vision to life.

Committee Composition and Governance

Under the leadership of Chairperson Mrs Lyn van Rooyen, the committee met four times during the period under review and achieved most of its strategic objectives for the year.

It is with great sadness that we bid farewell to Mrs Lyn van Rooyen and Mr Raymond Claassens, who resigned from the committee and as non-executive board members at the end of their term in October 2025. Both served on the Board for over twenty years and had a profound impact on the company's development, playing an instrumental role in shaping the care and lifestyle services offered today. Their business acumen, dedication and heartfelt compassion for residents and employees will not be forgotten. Ms Sylvia Birkhead (ad hoc member) also resigned from the committee in February 2026. We wish to thank her for years of dedicated work in establishing the foundations and standards of our lifestyle department.

We are pleased to welcome on board Ms Anneke Liebenberg, appointed as the committee's new Chairperson, and Ms Annelise Botha. Both bring extensive knowledge to the committee and have already made meaningful contributions. The committee is further comprised of Mr Norman Taylor (non-executive Director), Mr Ruan de Wet (Managing Director) and Ms Christi Louw (National Care Director).

During the year under review, one care manager retired and one resigned at Panorama Palms. At Witfield Park we had two care managers resign within twelve months. Turnover in these critical roles significantly disrupted service delivery and teamwork and required considerable time and resources to recruit, appoint, induct, and coach new staff.

Rising costs of frail care, combined with financial pressures on residents, have driven a marked shift towards residents choosing assisted living services for as long as possible. This trend is reflected in declining frail care occupancy at some villages, alongside increased demand for assisted living services. This mirrors global trends, including rising interest in shared housing options where older adults move into a house and provide support to one another. We remain committed to continually improving our service offering in support of a philosophy of ageing well and ageing in place.

Technology and Systems

Trans-50 uses IHFM technology to capture resident information across both care and property maintenance functions, with ongoing system upgrades enhancing reporting capabilities. Employees have shown unwavering commitment to electronic data capture through continuous system training. Digital record-keeping meaningfully improves the accuracy, accessibility, and overall quality of our records. This technology also strengthens operational efficiency and resident safety. The Committee's key objective for the year was the implementation of Integrated Healthcare Facilities Management (IHFM) technology, supported by accurate consolidated reporting. Further training is prioritised for the year ahead.

IHFM experienced some challenges with its data warehouse due to the volume of data and reporting required by Trans-50. This has since been resolved, with dashboards being rolled out to all managers for completion by the end of October 2026. We continue to work through requests for customisation from our employees to ensure the system remains fit for purpose and truly supports operations on the ground.

My thanks go to every manager and employee who continues to learn and adapt as the system evolves.

Ethics and Governance

The committee is responsible for embedding the company's values and code of ethics among employees, residents, and their families and for ensuring that clear mechanisms exist for raising and addressing concerns. This year, the committee revised and re-issued the Code of Ethical Behaviour for residents, employees, and family members, and introduced a Whistle-Blowers Hotline as an additional quality-control measure to report unethical conduct and to mitigate organisational risk.

The hotline allows employees, residents, contractors, visitors, and family members to report unethical behaviour or practices anonymously. Emphasis was placed on embedding ethical principles throughout the company and ensuring that employees at every level have secure channels through which to raise concerns freely, without fear of victimisation or intimidation. Training was provided to all employees, with ongoing training planned for new staff. All reports are escalated to the executive directors for investigation and feedback.

Mrs Pat Lindgren, who serves as independent Ombudsman, received two formal complaints during the period under review. No complaints were lodged with the Community Schemes Ombudsman.

Quality and Risk Oversight

Through annual quality and risk assessments, a maintained care and lifestyle risk matrix and regular board reports, the committee assures that Trans-50 continues to deliver on its commitment to quality and person-centred care while fostering a culture of accountability, continuous improvement, and risk awareness throughout the company.

The primary risks identified within the lifestyle and care departments relate to ageing buildings and property maintenance needs, particularly within the frail care unit at Acacia Park. This has been referred to the Property Committee for further attention. Accurate and adequate record-keeping remains a continued priority for the year ahead.

The annual lifestyle and care workshops provide an invaluable platform for village teams to share skills and ideas while aligning their goals with the committee's and the company's strategic direction. This year's workshops focused on quality service delivery through lifestyle activity enrichment, the positive impact of music therapy, sensory equipment and sensory rooms, emotional intelligence, electronic healthcare records (IHFM) and self-care.

> **He who has a why to live for can bear almost any how.**
>
> *Viktor Frankl*

Lifestyle Programmes and Volunteers

Our lifestyle consultants are the vibrant heart of our villages, dedicated to designing and facilitating meaningful programmes that engage residents physically, mentally, spiritually, and socially. Working in partnership with our volunteers, they create a nurturing environment in which every resident is treated with dignity, love, and respect. Trans-50 is fortunate to have a dedicated team of resident volunteers who play a vital role in supporting our programmes and activities. They serve on management committees, act as care advocates and activity facilitators and provide much-needed companionship and social support. These volunteering opportunities give residents a renewed sense of purpose and meaningful engagement. Our lifestyle programmes span a diverse range of group and individual activities, including exercise groups, physiotherapy, psychological and social support, cognitive and sensory activities, training sessions, outings, cultural chat groups, seminars, marketing events, men's clubs and spiritual gatherings, many of which are independently facilitated by our resident volunteers. We are proud to report that Trans-50 has 220 resident volunteers and 83 external volunteers across the company.

Beyond creating meaningful engagement for our residents, our lifestyle consultants and volunteers also support community outreach projects. Special mention must go to Alice Abrahamse of Panorama Palms, whose fundraising for "Read to Rise" has provided over 500 books to children in underprivileged communities to date.

We also celebrate milestone moments in our residents' lives: this year, Mr Goldblatt of Acacia Park celebrated his 100th birthday, and Miss Marais of Panorama Palms celebrated her 105th, joined by Mayor Geordin Hill-Lewis.



Miss J. Marais of Panorama Palms turns 105



Rock climbing Panorama Palms



Chair Gym



The Read to Rise community outreach programme, led by resident Alice Abrahamse of Panorama Palms



Equipment crafted by the Men's Group at Acacia Park

> **We rise by lifting other.**
>
> *Robert Ingersoll*

Acknowledgements

I would like to express my heartfelt gratitude to our employees for their tireless dedication and compassionate service to our residents. Witnessing your empathy, love, and dedication, often under trying circumstances, is heartwarming.

To our volunteers, thank you for showing up day after day. Without your support, we would not be able to offer residents the quality lifestyle programmes they enjoy today. Your commitment, patience, and compassion are commendable.

To the Board of Directors, and especially the members of this committee, thank you for your vision, guidance, knowledge and support. To each village manager, for your hard work, late nights, and dedication – thank you!

Property Committee Report

Allen van de Weide



Aerial view of the Acacia Park solar plant

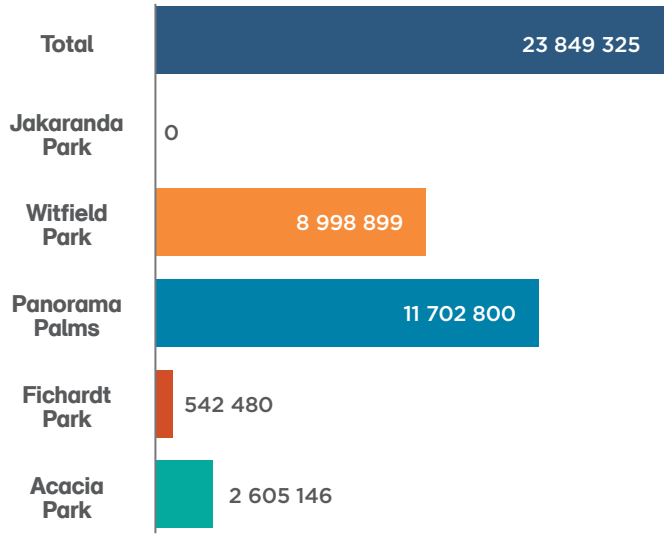
> **The best maintenance is the kind no one notices – because nothing went wrong.**

That quiet reliability is what we work towards every day at Trans-50: treating maintenance not as a budget line item, but as a promise to the residents who call our villages home. Financial year 2025/26 tested that promise in new ways – life rights sales increased, our first near-off-grid solar system came online at Acacia Park, and we continued building the systems and skills needed to stay ahead of increasingly unreliable municipal infrastructure.

Life Rights & Rental Growth

Life rights sales income accelerated this year to R23.8 million. Growth was concentrated at Panorama Palms and Witfield Park, which together account for most of the income. Jakaranda Park recorded no life right sales, as it focuses more on rentals. Reflecting continued demand, the committee approved a 10% increase in life right sale prices for the year ahead, with 5–8% increases for lower-demand units. We spent R 12.4 million on Life Right upgrades.

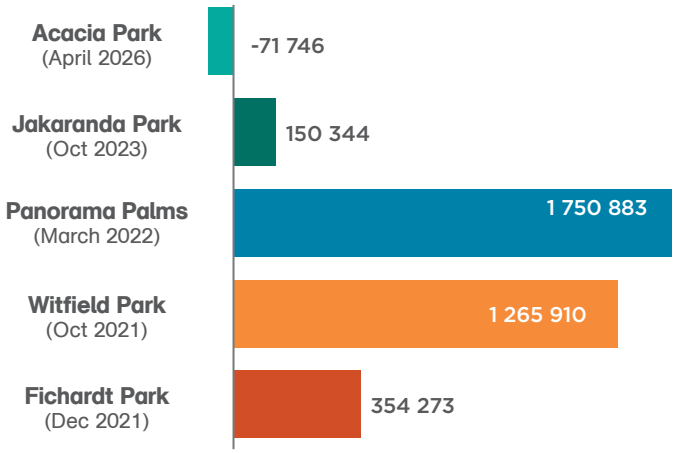
Life rights sales income across the four reporting quarters



Sustainability & Infrastructure

With municipal infrastructure becoming increasingly unreliable, we continue prioritising long-term, self-sufficient solutions. Solar (grid-tied) is now generating savings at four villages, and Acacia Park's installation – including a large battery backup system – reached completion this year, moving the village closer to off-grid operation. Jakaranda Park's system was offline for several months after an inverter fault but is fully restored and generating savings again. The chart below shows cumulative savings achieved since installation at each village.

Cumulative Solar Savings Since Installation (as at June 2026)



Cumulative solar savings by village since installation, corrected figures after reconciliation and amendments as of June 2026

Backup water capacity remains in place at every village, ranging from 10,000 litres per block at Jakaranda Park to 120,000 litres at Acacia Park (municipal, laundry/kitchen and borehole combined), with ongoing investigation into borehole filtration at Panorama Palms and Witfield Park.

Given the unreliable municipal infrastructure nationally, the committee will investigate stand-alone battery backup solutions for frail and memory care areas (including main buildings where feasible) at the villages.

Upgrades & Maintenance

During the year, 42 life right units were upgraded, and 112 rental/room upgrades and repairs were completed across the five villages, alongside day-to-day maintenance. Maintenance budgets for 2026/2027 are targeted at around 6% of each village's operating budget; Fichardt Park and Panorama Palms fell below this target due to high operating costs and rising municipal tariffs, respectively, while Acacia, Jakaranda (higher percentage due to lower expenses) and Witfield Park remained within range.

Village	Village budget (R)	Maintenance budget (R)	% of budget
Acacia Park	22,341,408	1,308,000	5.90%
Fichardt Park	21,883,971	852,600	3.90%
Jakaranda Park	7,181,675	1,197,570	16.60%
Panorama Palms	47,716,388	2,069,536	4.43%
Witfield Park	34,797,650	2,337,408	6.70%

Maintenance budget as a percentage of village operating budget vs. 6% target, March 2026

Lift breakdowns reduced considerably during the year, and the registration of all lifts with the Department of Labour, together with a full review of village insurance cover, remains in progress. Municipal infrastructure decay remains a point of concern, with multiple water supply interruptions during the past year.

Our People

None of this happens without the people behind it. The Property Committee met four times this year, chaired by Norman Taylor, with Managing Director Ruan de Wet overseeing executive priorities. Robin Blake continued as a non-executive director, and the committee welcomed two new non-executive directors, Anneke Liebenberg and Wilton van der Walt. Allen van de Weide (secretariat) continues to manage the admin, research and operational tasks that keep the committee running smoothly.
On the ground, our Property and Maintenance Managers deserve special thanks for their commitment and professionalism, ensuring every project, repair and improvement is dealt with effectively:



- **Acacia Park:** Gert Conradie (PMM – post vacant since 31 July 2026)
- **Fichardt Park:** Shaun Ramsbottom (PMM)
- **Jakaranda Park:** Herman Bredenhann (PMM)
- **Panorama Palms:** Juandre Oliver (PMM – resigned at the end of Sept 2026)
- **Witfield Park:** Werner Wilkinson (PMM)

IHFM

Our integrated healthcare facilities management system continues to prove invaluable, giving a clear, real-time status of day-to-day maintenance, municipal service interruptions, lift conditions and security matters. Health and safety inspections now run through the same digital platform, and asset management was introduced this year for major kitchen and laundry equipment. We look forward to expanding our reporting and adding financial workflow applications in the year ahead.

Looking Ahead

Our priorities will continue to shape the year ahead:

- Risk Mitigation: Investigate and implement off-grid solar solutions for the memory care, frail care, and, where feasible, the main building (including the laundry, kitchen, and resident rooms). The objective is to ensure that these critical areas remain operational during municipal power or infrastructure failures.

- Determine current backup water capacity and propose changes or additions where required.

- Cost Optimisation: Investigate and implement cost-saving strategies to reduce unit upgrade costs while maintaining our required quality and service standards.

- Risk Mitigation: Review and implement appropriate building insurance cover to ensure adequate protection of our assets.

- Investigating potential savings through the Solar Africa Virtual Wheeling programme – reduced unit electricity prices for units received and used via the main electrical grid.

While this is not glamorous work, it is exactly the kind of quiet, considered care our residents trust us to provide.
To our Board of Directors, thank you for your guidance and confidence throughout the year. To our executive team, PMMs, and every maintenance assistant and staff member across the villages – your hard work is why Trans-50 keeps getting better.

Acacia Park

Vanessa de Villiers *(Village Manager)*



As Village Manager, I am deeply aware that caring for our residents is not an act of kindness but one of duty and privilege. It is with great pride and gratitude that I present the 2025/2026 Annual Report for Acacia Park.

This report reflects a year filled with key achievements, lessons learnt, smiles and tears, but always alongside purposeful care and a deep commitment to enhancing the quality of life for every resident.

The year ended with an actual deficit of R385 047, compared to a budgeted loss of R610 227. This variance is primarily attributable to electricity charges from Sol Plaatje Municipality and over-expenditure against the maintenance budget, of which R120 798 is directly related to spending on health and safety. A significant contributing factor was the need to replace multiple geysers after reaching the ceiling on our insurance cover. We have since transitioned to a new insurer, under whose policy geyser replacements are now included.

Staff retention remains a critical operational challenge, with the village frequently serving as a professional stepping-stone for employees seeking advancement opportunities elsewhere. This high turnover necessitates the upkeep of a large pool of relief staff to ensure continuous care coverage. The situation is further compounded by the absence of external recruitment agencies in Kimberley, forcing us to rely almost exclusively on our pool of relief staff.

We ended the financial year with an occupancy rate of 84%, compared to the budgeted target of 92%. Vacancies, particularly of the flats, is a concern, with 12 units remaining unoccupied. Feedback from prospective residents indicates that the existing units are significantly undersized for their specific requirements. We are exploring enlarging smaller units where feasible and offering them as Life Right units in the new financial year.

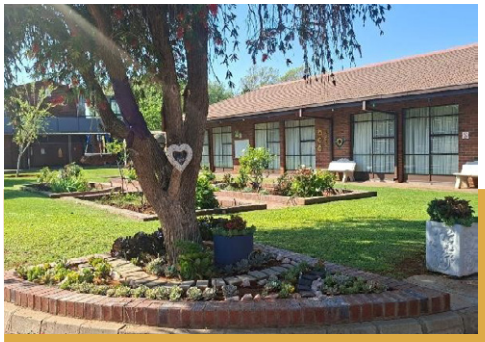
Acacia Park successfully installed a 12 000-panel solar plant, supported by eight inverters and eight batteries. The scale and impact of this installation are truly impressive. Although we predict long-term cost savings, we are, however, still in the process of ironing out the initial operational challenges to ensure that the system functions optimally.

After considerable effort, we have successfully re-registered with the Department of Social Development. The information required for the reissue of our certificate was substantial, but we are delighted that the certificate is now valid for the next five years, and it is proudly displayed in our reception area.

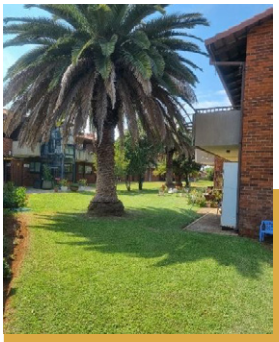
In alignment with our value of training and development, we have facilitated a range of training interventions throughout the year. Key programmes included IBC, firefighting, first aid, palliative care, IHFM and numerous care-specific training interventions. Furthermore, demonstrating a commitment to career progression, one of our care practitioners intends to pursue a formal nursing qualification and plans to apply for the Trans-50 bursary scheme in the new financial year.



Solar Plant



Garden – front entrance



Gardens



Flooring in reception done with donation

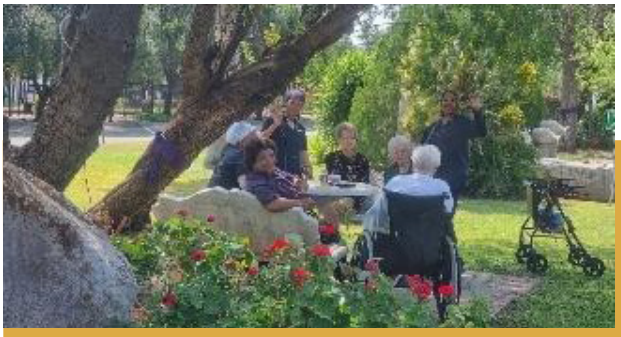
Acacia Park was privileged and blessed to receive a substantial donation from the family of a resident. These funds were allocated to upgrade the lounge and boardroom areas, where old carpeting was replaced with laminated flooring. Additionally, concertina doors in the lounge were removed and replaced with a modern aluminium door and branded with the Trans-50 logo. These improvements have significantly enhanced the aesthetic appeal of these communal spaces, generating many positive comments from residents, staff, and visitors.



Participants at Golden Oldies Team

As reported in previous reports, Kimberley continues to face significant water supply challenges stemming from insufficient preventative maintenance of ageing infrastructure, which has necessitated emergency repairs and resulted in unplanned shutdowns. We are grateful for our on-site water storage tanks, which ensured uninterrupted water supply to the village throughout these crises.

One of the excellent initiatives introduced by Ruan de Wet was the initiative of village managers' visits to the various villages. These visits have been highly informative, providing valuable insight into the differences between our villages while also highlighting the many challenges we share. The visits have strengthened our sense of teamwork and created an environment in which we feel comfortable contacting one another for assistance, alignment and



Residents and CP's in gardens

support. It is a privilege to be part of such an awesome team of village managers!

In keeping with what has now become an annual tradition, the Golden Oldies Games were once again hosted at Acacia Park in partnership with ADASA Northern Cape. The event featured 18 teams from various retirement villages across the Northern Cape and Free State. With a total of 150 participants and spectators in attendance, the occasion provided an excellent marketing opportunity for us, and the day was an immense success.

A major highlight on the Acacia Park calendar was the birthday celebration of Mr Sam Goldblatt, who turned 100 in February. Uncle Sam, a retired local architect and resident since 2010, made an immeasurable contribution to the Kimberley community through his involvement in the construction of numerous schools as well as the local post office. It was a distinct privilege to commemorate this milestone.

Despite the staffing challenges experienced in the care department, I wish to extend my sincere appreciation to our clinic sisters who have given meaning to the word "excellence". Their in-depth knowledge of residents, unwavering dedication, and consistent willingness to go beyond the call of duty are truly commendable qualities. Equally important have been our care practitioners, who report for duty with a positive attitude and a commitment to making a difference, even under trying circumstances. Working in care is undoubtedly a calling, and I am proud to be part of such a dedicated and professional team.

I would like to extend my warm appreciation to every member of the Management Committee for the confidence you have placed in the Acacia Park management team, as well as for your ongoing support of our joint initiatives. I feel honoured and grateful for our continued collaboration as we proceed along this path together.

On behalf of all staff members at Acacia Park, I wish to extend our gratitude to the Board of Directors for your continued support of our initiatives. To our Managing Director and the Head Office team, we are grateful for your consistent support, thoughtful guidance, and help whenever called upon. Together, we remain committed to raising standards as we pursue a journey of continuous improvement.



Acacia Golden Oldies Team

We extend a heartfelt thanks to our residents for your enduring warmth, confidence and kindness. It is a true privilege to be of service to you, and we remain committed to supporting your wellbeing with care, respect, dignity and dedication.

To my dedicated management team at Acacia Park, thank you for your hard work and for approaching your roles with genuine care and commitment to the benefit of our residents, who are our first priority. You are not only valued colleagues but also cherished friends, and I appreciate each person's contribution to making our team successful.

In conclusion, we wish to bring honour to Jesus Christ, who has been the true captain of this ship, as none of our achievements would have been possible without Him.



Fichardt Park

Andrea Kruger *(Village Manager)*



I am honoured to present the annual report for Fichardt Park, where community, care and active living come together. We continued our efforts to foster an environment that not only promotes the wellbeing of our residents but also provides a vibrant lifestyle programme and support services.

As we reflect on our achievements and challenges, we celebrate the contributions of our dedicated staff and the remarkable spirit of our residents, who make our community a truly special place to call home. Together, we look forward to another year of growth, connection, and joy.

During the past financial year, our village has achieved significant milestones and fostered a vibrant community spirit. We now proudly offer a second guest flat, enhancing our housing options for families that come to visit our residents from out of town. We also successfully renovated and sold two Life Right flats. Our village managers took the initiative to strengthen connections by visiting the other village managers, embodying our theme of “Come to Know Each Other”.

During the Month of the Elderly, our residents built and flew kites together with enthusiastic learners from a nearby school, creating joyful memories for all involved. Our monthly Movie Morning has been warmly embraced, promoting well-being while residents enjoy popcorn together. Our “Kloek vir Koek” initiative also continues to thrive, delighting residents with tasty treats.

Additionally, residents were treated to a performance by a classical musical band, while Pellissier, Fichardt Park and Gardenia Church graciously invited our residents to numerous functions. We also had a community outreach to Tswellang School for children with special needs on Mandela Day, enriching our residents’ social lives and reinforcing our community bonds.



Our village has a new hub, which gives residents more space to meet and more activities to enjoy. We built a new ramp to make it easier for residents to move around. A sliding door at the lounge entrance has added convenience and a modern look. The newly paved area in front of reception is welcoming and safer, and the new walkway between the flats has made it much easier to get around the village.



The outside of all the passage bathrooms was also redone by applying a damp sealant and repainting the walls. These enhancements reflect our ongoing commitment to creating a comfortable, accessible, and enjoyable living environment for all residents.

Over the past year, our village faced significant challenges that impacted our operations. We experienced a decrease in occupancy, largely due to the sad passing of 19 of our residents, which affected community dynamics and revenue. Additionally, the municipality’s water meter malfunctioned, leading to difficulties in accurately tracking water usage and managing related costs. Despite these setbacks, we remained committed to maintaining a high standard of care and service while actively seeking solutions to address these issues going forward.





The village continued to invest in targeted marketing initiatives aimed at increasing community awareness and attracting prospective residents.

Our participation in the Bloem Show provided an excellent platform to showcase the village facilities and services. Our advertising campaigns on Rosestad Radio enhanced



our reach across the broader Bloemfontein community, creating valuable exposure to potential residents and their families. To further enhance visibility, a prominent advertising board was erected to draw attention to our village. Together, these initiatives contributed to promoting our reputation and increasing our visibility.

Our staff participated in numerous development and team-building activities to enhance their skills and foster a supportive work environment. We successfully conducted team building sessions, alongside specialised training for new students in Alzheimer's care, first aid, and palliative care. Additionally, the IBC course was completed, further enriching our team's professional capabilities. Our commitment to staff wellbeing and recognition was highlighted through various staff functions, including Nurses Day, Maintenance Day, Administration Day, Heritage Day, Staff Appreciation Days, and a celebratory year-end function. These events not only strengthened team spirit but also honoured the hard work of our staff throughout the year.

I conclude this annual report with heartfelt thanks to all who have contributed to the thriving spirit of our village. Our deepest gratitude goes to the Board of Directors for their steadfast guidance and commitment to our vision. We sincerely appreciate the hard work of all our staff, whose care and professionalism ensure the well-being and comfort of every resident.

To our volunteers, your generosity, time and kindness enrich our community in countless ways. The devotion of our Management Committee is much appreciated, but most importantly, we thank our residents for their trust and participation, making our village not just a place to live but a true home. We look forward to the continuation of this journey.



Jakaranda Park

Sylvia van de Weide *(Village Manager)*



The 2025–2026 financial year brought some movement within the staff complement, and we are proud to reflect on the successful integration of our new team members.

Our receptionist, Mareli Jordan, and maintenance assistant, Thato Diale, completed their probation periods and adapted exceptionally well to the environment and culture of the village.

The team of eight staff members, together with the three dedicated care team from MedWell, combined their strengths, commitment, and passion to make the 2025–2026 year a memorable and significant one.

Through focused marketing strategies, including the effective use of marketing through the website, a total of 1 820 enquiries were attended to during the 2025–2026 financial year. These efforts contributed to maintaining a healthy occupancy rate between 95% and 96% for most of the year, reflecting continued interest and confidence in the management of the village.

The past year included several remarkable highlights and achievements. The village successfully procured a new Toyota bakkie through financing, which has enhanced operational capacity. The vehicle was professionally branded, adding value as a mobile marketing tool and increasing the visibility of the village within the local community.

A significant health- and safety-driven project was the revamp of the village driveway. This project not only addressed identified safety risks but also contributed to the aesthetics of the main entrance to the village.



Several budgeted projects were also successfully completed during the year. Phase 2 of the CCTV camera installation was completed, extending surveillance coverage to the ground floors of the blocks, while the Clearview fencing was further extended to improve security and safety. Phase three for both projects will be prioritised in the upcoming financial years to ensure the further enhancement of these important initiatives.

The maintenance team excelled during the 2025–2026 financial year, demonstrating dedication, efficiency, and a strong commitment to maintaining the high standards of Jakaranda Park. The team attended to 757 maintenance requests and completed the in-house refurbishment of 25 units, contributing to the upkeep and readiness of units for current and future residents. In addition, Mopanie Unit 113 was upgraded by external contractors.



The care team continued to provide valuable support to residents through compassionate and consistent care. During the year, 4 201 check-in visits were conducted, with 2 381 vital signs recorded, while emotional support and personal interaction remained an important part of the service to residents.

MedWell further strengthened their commitment to the wellbeing of residents by hosting a blood drive at the village. Residents had the opportunity to undergo laboratory testing valued at R2 000 per person at no cost. This initiative was highly appreciated and contributed positively to preventative wellness awareness among residents.





Management Committee

The lifestyle programme continued to evolve during the year with several exciting additions aimed at enriching the lives of our residents and enhancing the existing offerings. New initiatives included themed social events, Senior Mind Moves stretching sessions, bi-monthly physiotherapist-led exercise classes, and the introduction of Canasta, a card game that has quickly gained popularity among residents. Themed events such as Mardi Gras, Gatsby, Paris, and a Safari Adventure created memorable experiences that encouraged participation, social interaction, and enjoyment. Residents also had the opportunity to experience animal interaction sessions, a new addition to the village that brought both happiness and therapeutic value.

The resident volunteers continued their meaningful outreach by delivering care packs to residents who were ill, demonstrating compassion, empathy, and ongoing support during difficult times.



Lifestyle Statistics

5	New activities
29	Arts & craft sessions
2	Pet interaction
21	Cognitive activities
47	Social events
12	Special events
14	Spiritual events
12	Outings
9	Resident training sessions
12	Counselling sessions

We extend our sincere appreciation to our dedicated volunteer group for their invaluable contribution throughout the year. Their enthusiasm, commitment, and willingness to serve played a significant role in the success of our lifestyle programme. We look forward to another exciting year filled with meaningful activities, fellowship, and opportunities to enhance the wellbeing of our residents.

In conclusion, I extend my sincere gratitude to the Board of Trans-50, the Managing Director, and the Care- and HR directors for their continued support and guidance. My appreciation also goes to our staff, the Management Committee, and dedicated volunteers for their commitment and valuable contributions throughout the year.



Panorama Palms

Shaun Fabricius *(Village Manager)*



What a year it has been. Looking back over the past twelve months, I am struck less by any single achievement than by the empathy and kindness shown by our staff and how residents and families kept showing up for one another. This report is my attempt to capture some of that magic and to thank everyone who was a part of it.

It has been a year of transition in leadership, a few real challenges and of everyday special moments – tea in the garden, a sokkie on a Friday night, celebrating a resident's 105th birthday. All these special moments that make Panorama Palms feel like home.

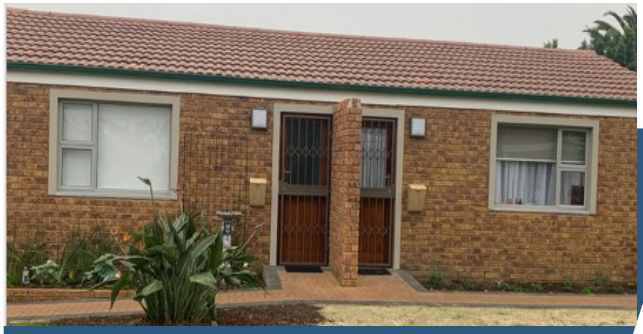
A great deal of unglamorous work went into improving the village this year, and it is finally visible. The E-block lift conversions were completed, as was the replacement of an ageing boiler system that had reached the end of its 40-year life. We laid new vinyl flooring in many areas, replacing old mismatched surfaces with something far more welcoming.



The painting of more than 40 houses, an ambitious project that ran for most of the year, was completed, including our long "inside" perimeter wall. We opened a new entrance and office for memory care and converted four unused garages into two bachelor units (both already sold). We also replaced the old, outdated CCTV system throughout the frail and memory care units.

There were some unexpected events. A severe storm brought down a tree, destroying the patio roof of one unit with further damage to the roofs of a few other units as well. Thankfully, no one was injured.

The extended drought has placed significant pressure on our gardens and water resources. Strategies for addressing these challenges are currently under development.



Our 2025-2026 financial year closed smoothly and better than budgeted, thanks to the hard work of every employee in every department. The levy for 2025/26 was unanimously approved at our AGM after information sessions were held to talk residents through it, and our full budget was completed and submitted to head office, which received its final approval.

Occupancy told a mixed story this year. Frail Care remained consistently in high demand, while Memory Care occupancy decreased for a period before recovering. Our life right units sold extremely well and were, for most of the year, fully or nearly fully occupied. Filling our rental units proved harder, particularly in the P-block, where accessibility and a lack of en-suite bathrooms remain an obstacle – something we are actively working on. On a more welcome note, our discussion with the City of Cape Town over an added City-Wide cleaning fee was resolved in our favour.



If there is one thing this village does not lack, it is love for life. The lifestyle team, led with heart by Annemarie and Cathy and assisted by all the staff, kept residents busy the whole year: A wonderful spring tea function, a Valentine's party, an end-of-year function that remains one of our best-loved events, and enough sokkies (Christmas-themed, pyjamas-themed, etc.) to make it clear our residents have far more stamina on the dance floor than I do.





Outings to the Artscape Theatre, Stellenbosch; various beaches; the Spice Route; Ostrich Farm; etc., form part of our bigger programme to ensure residents' spiritual, physical, cognitive and social needs are met. Special arrangements were made throughout the year so residents who needed a bit more assistance never missed out. Musicians and performers included Andriette Norman, Hugo Nieuwoudt, Piet Smit and the Welsh choir, and our Armchair Travel took residents virtually to Switzerland and beyond. We marked Valentine's Day, Mother's Day and Father's Day with special meals and held two fashion shows, including a Pavlova & Panache evening.

The mobile mammogram clinic and mobile SPCA visits for the convenience of our residents. Thank you for this wonderful service.



Miss J. Marais of Panorama Palms turns 105

We celebrated Ms Marais' 105th birthday this year, a genuinely special moment for the whole village. A lady loved by all and adored for her kindness. Even our mayor, Geordin Hill-Lewis, attended the celebrations. Our "On the Couch" interview series continues as a favourite, giving residents and staff the opportunity to share their stories. Educational talks covered everything from living wills and dementia to scam awareness, mobility aid advice, a sensory intelligence seminar and a talk on the power of music. The steady, informative support of our ADASA Dementia Support Group really makes a difference in the lives of family and friends of those living with dementia.

Panorama Palms continued to look outward this year. Residents shared their blessings with Protea Old Age Home and partook in a cancer awareness walk and "spray-a-thon" that both raised funds for CANSA. We were humbled to receive a specially printed book from Read-to-Rise thanking us for years of support and donations, made possible by the ongoing efforts of Annemarie and Ms Abrahams. We also opened our doors to the wider community, hosting the IEC as a voter registration and voting station and welcoming the Department of Social Development to run staff training sessions at our village.



As we move into the new year, a few projects remain in progress: an ongoing look at alternative water and energy solutions, the possibility of expansion and continued work to improve occupancy in our P-block and rental units. None of it happens without the people who make this village what it is.

This was a year of significant change in our leadership team, and I want to begin by thanking everyone who helped us through it.

Our frail care manager moved on, and our own registered nurses stepped up admirably as interim care managers to fill the gap. We have since restructured our clinical management to better serve residents. Sister Almarie Hendricks joined us as Care Manager and now leads our Frail Care department, while Sister Lizette Martins came



on board as our Home Care and Memory Care Manager. Enrolled Nurse Ross was promoted to oversee the day-to-day running of home care.

We also welcomed Juandre Oliver as our new Property Maintenance Manager.

We said some difficult goodbyes too. Sister Desiree Moss retired after many years as our Home Care Manager. Her retirement date was postponed twice at our request. She was instrumental in assisting the two new care managers during their probation. Sister Moss leaves a wonderful legacy behind. Hester Cloete retired after an extraordinary 31 years of service. In January, we paused to celebrate Alida, who has now called Panorama Palms her professional home for more than 40 years – a milestone celebrated at our long-service awards in June.

Behind the scenes, our staff carried some heavy loads with grace. Many were working through personal hardship this year, and I'm grateful for the EAP support from Trans-50 and the sheer care our staff showed one another. In return we invested in our employees through motivational talks, conflict management, first aid, basic life support and palliative care training, to name a few. Our Thank You Days, Care for the Care Giver Days, Wellness Days, and Pamper Days, and a boat ride around Sea Point for those more adventurous, are small tokens of our appreciation for the wonderful work they do.



Our extensive training interventions through IBC, internal training and external training show that our staff are eager to constantly improve and develop.

A special thank you to Christa, who leads the efforts in training our IBC students.

Thank you for the wonderful collaboration with managers of the other villages. Sharing ideas and challenges goes a long way in achieving the teamwork we have.



Thank you to our volunteers, including the visiting doggies we all adore. Your willingness to serve never goes unseen. Living and working in a community with more than 70 volunteers is a blessing. Thank you to Feedem, our catering and cleaning partner, for adapting through a change in their own management without ever missing a beat. Thank you to Trans-50 for the funding and support that made so many of this year's projects possible. To our MD, Ruan de Wet, and his team of executive directors, Christi and Teresa, thank you for your ongoing support. Thank you to everyone at head office for all your assistance. We also thank all the members of The Board of Trans-50 for your guidance.

Thank you to our management committee and our finance and property sub-committees for the hours of discussions and meetings, not only for budgeting purposes but also for general management of the village. Volunteering to serve on these committees truly shows your selfless commitment towards others. The one-to-one discussions and support are appreciated.

Most of all, thank you to our residents, their families, and every member of staff who showed up, again and again, through the ordinary days and the extraordinary ones – thank you for your trust and for making Panorama Palms the kind of place worth writing a report about. It is a privilege to serve this community, and I look forward to what the year ahead holds for all of us.



Witfield Park

Marna Maré *(Village Manager)*



Every year, when it comes to writing the annual report and trying to fit an entire year's worth of experiences, challenges, achievements and blessings into just two pages, I am left feeling frustrated but above all, extremely grateful.

It is humbling to realise that, despite the challenges we face, we can look back on the past year with gratitude and reverence for the grace, provision and success with which we have been blessed.

From the outset, it became clear through vacancies, the age analysis reflecting non-payments, notices and comments from residents' families that financial pressure was becoming a very real issue. This resulted in a gradual decline in occupancy, particularly in assisted living and the Care Centre. The rental cottages remained mostly fully occupied, as did the life-right units. Although overall occupancy remained above 95%, we lost 43 residents during the year through death and relocation, compared with 36 new residents who joined us. The continuous requests for transfers to bachelor flats are indicative of the financial pressure experienced by some of our residents and the resulting decline in available funds.



30 year Long service

Several staff-related challenges also arose during the year. Fortunately, a CCMA case that had continued from the previous year was dismissed. However, the recruitment and retention of qualified and motivated care staff, particularly registered and enrolled nurses, remained a significant challenge. This was compounded by the departure of two care managers during the year, creating considerable pressure on staff members who had to step up and take on additional responsibilities. The greatest concern was the negative impact this had on staff morale and the subsequent strain on teamwork within the care teams. The joining of a new union and the challenges that accompanied this also highlighted some of the difficulties resulting from a lack of consistent leadership within the care team.

Another significant challenge was the four-month absence of the maintenance supervisor, due to ill health. He returned to work in May on a phased basis of three half-days per week. We are extremely grateful that, through the Employee Assistance Programme (EAP), we were able to provide him with assistance during this difficult time.



New hats

Notwithstanding all these challenges, I remain deeply grateful for the support of the management team. Special mention must be made of Sister Bianca, who took on some of the responsibilities of the care manager. The maintenance team also consistently went the extra mile. All these employees ensured that possible gaps were covered and that the village continued to function effectively.

There were also many wonderful staff highlights during the year. Staff were particularly excited about the new hats we purchased, as well as the beautiful T-shirts that formed part of our Employment Equity drive. T-shirts were designed by the staff and are now proudly worn during overlaps and staff celebrations. Other highlights included the Whistleblowers initiative, Christmas lunch, Nurses' Day, Maintenance Day, Heritage Day, and our Administrators and Professionals Day. Several staff members were also honoured with long-service awards, with two employees



Employment Equity Committee Initiative

having served for an incredible 30 years. The loyalty, dedication and commitment of these employees are immeasurable and deserve our sincere appreciation.

Our Staff Appreciation function in June was another special highlight, with the three top performers all being care practitioners. They were recognised not only with bonuses but also with Checkers vouchers and the floating trophy. As Village Manager, I was particularly touched on Boss's Day when I walked into my office to find everything, including the pens and rulers, beautifully wrapped in gift paper. It was another wonderful example of the amazing support, appreciation and team spirit within the management team.

One of my personal highlights of the year was the introduction of a monthly Village Managers' chat on Zoom. This was followed by an opportunity, provided by Ruan, for us to visit Acacia, Fichardt and Panorama. These engagements have given, and continue to give us, a valuable platform to discuss challenges and share experiences and insights into the day-to-day management of our villages.

Staff training remained an important part of staff empowerment and development. Various team members attended relevant courses, including Conflict Management, IBC, IHFM and Palliative Care for care practitioners. All our



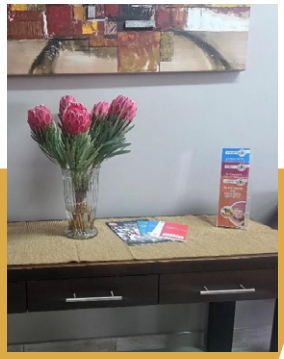
Nurses Day

care practitioners have now completed the IBC course. Sister Bianca completed Palliative Care for Professionals, Werner completed a property management course, and Lesché attended a course on loss and bereavement. These opportunities contributed to strengthening the knowledge, skills and functioning of our team.

We have always been particularly proud of the low staff absenteeism rate at Witfield Park. I commend each employee for their commitment and reliability.

Positive and constructive relationships with all our service providers were maintained throughout the year. Feedem celebrated its 50th anniversary, and residents and staff joined them in celebrating this special milestone at a function, where 50 blue balloons were released. On another occasion, we had the opportunity to show our appreciation to staff members by treating them to a Krispy Kreme doughnut. Our annual year-end braai with the security personnel and management team from Circinus was another wonderful opportunity to strengthen relationships and working partnerships.





Homecare



Staff Appreciation - Top Performers

The maintenance team once again demonstrated their commitment and dedication by completing tasks within the required timeframes and to the appropriate standards. Eleven life-right units underwent full upgrades, while two units received partial upgrades. The interior of the main building was painted, and we received many compliments on the new colour, which provides a warmer and more welcoming atmosphere. The resident carports at the Kettles Street gate were upgraded, while all the fascias and gutters of the 122 face-brick units received a fresh coat of paint. The main dining hall was also revamped, creating a warm, inviting and homely environment for our residents.

Unfortunately, not all projects proceeded without challenges. A summons and claim for damages were issued against the contractor responsible for installing the new flooring in the hall due to substandard workmanship.

Several sections of the floor lifted, affecting not only the appearance but also creating potential safety hazards. On a more positive note, the wall at our Garden of Remembrance was extended, increasing its capacity by 85 new niches.

In reviewing our core business of providing quality care to our residents, we remain committed to delivering lifestyle and care services that enhance their physical, emotional, psychological and cognitive well-being.



Mandela Day - Elandsvallei

One of the most exciting developments at Witfield Park was the creation of a separate homecare section, focusing on services for both independent residents and those in assisted living. Through this targeted approach, we are able to improve our services, reduce the risk of residents' needs being overlooked and further strengthen person-centred care. This also alleviates pressure on the clinic staff, allowing them to focus attention on residents in the Care Centre, in turn further improving the quality of care.

The lifestyle team continued to develop and execute excellent programmes for residents in the Care Centre as well as for our more independent residents. From market days, outings and large functions to smaller group activities and community outreach programmes, the team made exceptional use of available resources, creativity and enthusiasm to contribute significantly to quality lifestyle programmes and enhancing village life.

The 77 internal and 14 external volunteers, together with our eight pastors, ensured that the lifestyle team always



CATS Montecasino



Sip & Paint

had enough capable and willing hands to assist, bring plans to life and stage programmes that could satisfy even the most discerning critic.

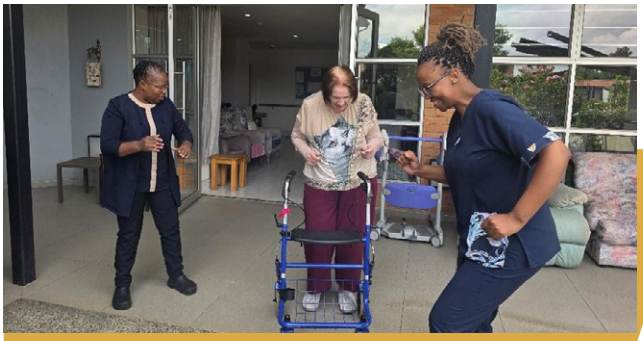
Special mention must be made of the Management Committee and co-workers of the Vulkaan Second Hand Shop. Their vision, dedication, tireless efforts, and hard work have resulted in sound management, healthy finances, and an extraordinary contribution to the village's aesthetics and feel.

In closing, I would like to commend, but more importantly, extend my heartfelt thanks to the Board of Trans-50, our MD, the highly capable team at Head Office, and



2025

every staff member at Witfield Park. The past year was certainly not without its challenges, and the year ahead will undoubtedly bring challenges of its own. Yet, through it all, we remain grateful for the people who stand together, support one another and continue to give their best. Above all, we place our trust in our all-powerful God. We remain confident that, with His guidance and strength, our efforts will bear fruit and that the work we do each day for our residents, our staff and our village will not be in vain. To everyone who contributed to making Witfield Park what it is today – thank you. Your dedication, compassion, loyalty and commitment are deeply appreciated.



Asanda dancing with residents



TRANS-50

TRANS-50 Registration
No: 1999/02024/08
PO Box 13783, Witfield,
Boksburg, 1467

www.trans50.co.za