



# ANNUAL REPORT 2012-2013

# Welcome

## Juniper - a good life for all our people

Juniper is a Christian, values driven, community benefit organisation that excels in social enterprise for the benefit of the whole community.

We are a leader in residential retirement living, accommodation and aged care services, offering a variety of lifestyle choices backed by friendly, professional service from our skilled staff.

Whether you stay in your own home with support from Juniper Community, choose Juniper Housing for retirement living or Juniper Residential for care and support, everyone at Juniper shares our goal for independence, fulfilment and enjoyment of life.

## Proud history, exciting future

We first welcomed residents in 1949 and have grown to more than 1,400 staff and 500 volunteers who work to enhance the lives of more than 4,000 Western Australians.

As Juniper we continue to provide modern, forward thinking services that build on our proud history. And like the resilient juniper bush, we continue to grow and flourish to meet people's needs as our population ages.



## Our vision

A good life for all our people.

## Our mission

To enhance the independence, spiritual fulfilment and enjoyment of life of older people through providing care, accommodation and support services.

## Our values

- Welcome** Being warm, friendly, gracious, empathetic to all and open to new ideas.
- Respect** Valuing people for their uniqueness and being just and honest in our dealings.
- Compassion** Caring for others and responding to need using the highest standards to provide comfort and enable healing.
- Hope** Encouraging people to celebrate life, both now and in the future.



# Contents

<b>WELCOME</b>	<b>2</b>
Juniper - a good life for all our people	2
Proud history, exciting future	2
Our vision	2
Our mission	2
Our values	2
<b>BOARD CHAIR MESSAGE</b>	<b>4</b>
<b>CHIEF EXECUTIVE MESSAGE</b>	<b>6</b>
<b>MAJOR HIGHLIGHTS</b>	<b>8</b>
<b>Highlights 2012 – 2013</b>	<b>8</b>
Accreditation and quality standards	8
Management Structure	8
Recognising our people	8
Teaching Research Aged Care Service Project	9
Enterprise Agreements	9
Pulse Survey	9
Juniper Leadership Series	9
<b>Sector Reform</b>	<b>10</b>
Aged Care Reform	10
Presidency of ACSA	10
<b>Governance</b>	<b>11</b>
Review of Board Sub-committees	11
<b>Chaplaincy</b>	<b>11</b>
<b>Major Building Projects</b>	<b>12</b>
Ron Wilson House	12
Juniper Central Refurbishment	13
Hillcrest Abrolhos Wing	13
Elimatta	14
Lockyer Development	15
<b>Advances in Juniper Community</b>	<b>15</b>
<b>JUNIPER BOARD</b>	<b>16</b>
<b>FINANCIAL SUMMARY</b>	<b>18</b>



# Board Chair Message



On behalf of the Board of Juniper, I am privileged to report on the outcomes of the 2012/2013 financial year.

The provision of aged care has changed greatly in the ten years that I have been a member of the Board. A decade ago, residential care was foremost in our efforts but in 2013 providing care in the client's home has become a major focus.

Mirroring these changes, Juniper's staff numbers and budget have increased steadily to keep pace with these far reaching changes. And the Juniper Board has changed in its composition and focus as we work to meet governance requirements and guide the related strategic direction of the organisation.

The "tsunami" of aged care demand is well known: our ageing population will surge during the next decade and baby boomers (already reaching 67 years of age) begin to focus on their need for aged care. The question for the aged care industry is whether or not additional infrastructure will be in place to meet this significant increase in demand.

The challenges of meeting the need for specialised care and support; provision of sufficient infrastructure and trained staff to deliver the high level of care that these clients will require; and the financial strength to underpin future expansion, are matters the Juniper Board has been considering in depth.

It is the Board's role to ensure current and future decisions to meet these requirements are taken on a timely basis, and to assume responsibility for those decisions. I am pleased to report that initiatives taken over the past year by the Board have ensured that Juniper is well placed in this regard.

Perhaps the greatest change in the 2012/2013 year was the implementation of our new trading name. I am pleased to convey the change in our trading name has been very successful and has been well accepted by both our clients and our staff as we continue to further promote our new brand.

This year's annual report provides information on a number of infrastructure projects undertaken during the year and I draw your attention to the ongoing work at Juniper Rowethorpe, and in Geraldton and Albany. The pipeline of existing and planned projects is substantial and will keep Juniper busy for many years ahead.

The provision of quality care to our residents and clients has been maintained during the past 12 months: something that the Board is proud of given the State's economic conditions and the cost pressures facing the aged care industry in Western Australia.

That we have been able to meet this objective is due to the hard work of Juniper's staff and volunteers. In this context, the Board thanks Chief Executive, Vaughan Harding and his senior management team, our dedicated care staff, and our hundreds of volunteers, including Board members.







I acknowledge my colleagues on the Board who volunteer their time and talents to ensure that the governance of Juniper continues to remain at the highest standard.

During the year Mr Geoff Parnell joined the Board, while Ms Jenny Roche unfortunately resigned after a few months following the transfer of her husband to Victoria.

The primary objective of Juniper continues to be the provision of quality care to our residents and clients.

This has been our focus since our beginnings many years ago and will continue to be in the years ahead.

The entire Juniper family are committed to our vision of providing “a good life for all our people”. The Board, as a part of the expanding Juniper family, is proud to be a contributor to this vision.

*Lindsay Wolfe*

Board Chair



# Chief Executive Message



This reporting period has been one of enormous change within Juniper and within the aged care sector at large.

It commenced with the launch of the rebranding of the organisation from a trading and legal name of Uniting Church Homes, to the new name of 'Uniting Church Homes trading as Juniper - A Uniting Church community'.

References to the juniper bush in the Old Testament reflecting qualities of shelter, protection and sustenance are apt given the community expectations and demands that will be made on this organisation as our population rapidly ages.

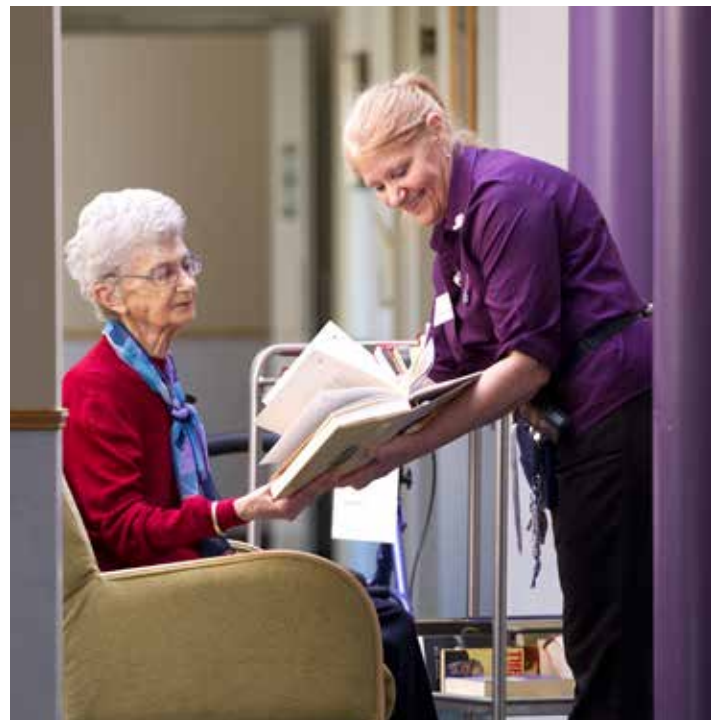
For the aged care sector the Commonwealth Government launched its Living Longer Living Better initiative that signalled a raft of changes from consumer directed care to a new regime of setting entry costs for residential care and a far stronger emphasis on client contribution to the services that are received.

Meanwhile at Juniper, a reorganisation of the management structure was initiated to improve operational consistency and to provide leadership for areas of growth and development. This process of internal reflection and renewal is essential to keep an organisation relevant and able to deliver on its strategic challenges.

We also invested heavily in Juniper Community during the year to help prepare this division of our service to respond to exponential growth in demand from elderly members of our community who wish to remain in their own homes.

Juniper's strategic response to the community is that over the next 10 years we will need to double our current capabilities to deliver a range of services. Our return to significant housing activity is a reflection of the shortage of housing across the State and the consequences for older people from being pushed out of the private rental market due to exorbitant rent rises.

We will continue to maintain our strong commitment to regional and rural Western Australia as we believe that we are here for all Western Australians. And our program of replacement of existing and the development of new residential care facilities will continue. We have much to do.







In an organisation such as this there are many people to acknowledge and thank for it is the collective effort of many that achieves the thousands of responses required every day.

In particular this reporting period saw the departure of Deb Patterson following 18 years of dedicated service to Juniper. Deb's achievements are innumerable and the positive impact on many peoples' lives enormous. We thank Deb for sharing a large part of her working life with us and wish her well for the future.

Also I would particularly like to thank: the members of the Juniper Board for their perseverance as we reposition the governance framework of the organisation to cope with a more complex future; the members of my Executive Management Team for their hard work and spirit of collegiality; and to our many staff and volunteers for their commitment and extraordinary service.

*Vaughan Harding*  
Chief Executive



# Major highlights

## Highlights 2012 – 2013

### Accreditation and Quality Standards

Late in 2012 Juniper Community was audited under the Common Standards for Community Care and, like our residential care programs, which achieved a 100 per cent pass in the Accreditation process at their last assessment, Juniper Community passed all Standards.



Senior Supervisor Margaret Potter and Care Coordinator Natalie Turner with Juniper Cygnet resident Mollie Coleman.

Quality processes for both Community and Residential involve a three-year cycle and, with the number of programs we operate, no year goes by without one or more of our operational areas being subject to the full process, and all are subject to periodic 'spot checks'.

The City of Bayswater Hostel, which is operated and managed on behalf of the City by Juniper, completed its Accreditation in early 2013 and Juniper Cygnet and Juniper Tranby were assessed during the second half of 2013. Juniper is pleased to report all three sites met the Accreditation Agency's rigorous checks.

### Management Structure

A new management restructure of all positions above Care Manager was implemented during the year and is delivering the leadership effectiveness that was our objective.

In addition Juniper has appointed a General Manager Retirement Living to oversee all of our housing accommodation (except for Residential Care Facilities) with a primary goal of preparing that part of our operations for an external accreditation process.

To capitalise on Juniper's new brand and to reinforce its association with the organisation's reputation for high quality care and services, marketing and promotional work continues under the leadership of the newly created position of Communications and Public Relations Manager.

### Recognising our people

In November 2012, the Juniper Board approved a repeat of the Christmas bonus for our dedicated and hardworking staff, provided in the form of a retail gift voucher.

While the organisation strives to maintain wages at the highest possible levels within funding and regulatory constraints, proper recognition of staff is a matter that continues to exercise the minds of the Juniper leadership group as we continue to look for meaningful performance-based recognition processes.





## Teaching Research Aged Care Service Project

During 2012 Juniper commenced its collaboration with Curtin University on the Teaching Research Aged Care Service (TRACS) project, with the aim of building Juniper's organisational capacity and to provide quality interprofessional placements in aged care for health science students.

The TRACS model commenced a number of years ago in Tasmania using an Action Research methodology and has now become a published model for creating a teaching and research environment within a care service.

While one aim is to provide students with an insight into work in aged care with the hope that some will take it up as a career choice, an important benefit is to provide staff in acute care environments with an awareness of the needs of aged people and thereby improve care and service.

In its current phase, 45 TRACS students from a range of disciplines studied and worked together in multidisciplinary teams.

Our residents continue to experience benefits derived from the direct input of the students and enhanced knowledge and skills of our management and staff.



Students joined the then Federal Minister for Mental Health and Ageing Mark Butler at the launch of TRACS in 2012.



## Enterprise Agreements

During the year new Enterprise Agreements were endorsed for our employees who work in the allied health and administration areas as well as our registered nurses. These Agreements will be in place for three years and position our staff as some of the highest paid workers in the aged care sector.

## Pulse Survey

As a barometer to actions taken from our 2012 Staff Engagement Survey, a concise Pulse Survey was conducted at eight Juniper sites in April 2013. The survey revealed that six of the sites improved on the 2012 result, one remained steady and one regressed slightly. A further whole-of-organisation survey will take place in May 2014.

## Juniper Leadership Series

To enhance the leadership skills of our frontline managers we developed a series of workshops. A total of six workshops were held, encompassing communication, health and safety, stopping negativity, workplace bullying, and selection interviewing and staff retention. Participants' feedback was outstanding and we are planning to run the program again in 2014.



# Major highlights - continued

## Sector Reform

---

### Aged Care Reform

In June 2013 the Labor Government's aged care bills passed into law. Following the 2013 Federal Election in September, the Coalition formed government.

Despite pre-election assurances that the Coalition would not fundamentally change the direction of the aged care reforms, the sector was surprised by the loss of aged care ministerial representation in Cabinet and the separation of aged care from health at ministerial and departmental levels and its inclusion in a newly created Department of Social Services.



This change directly affected some 900 Department of Health and Ageing staff with Aged Care responsibilities and another 300 who have overlapping health and ageing roles. We can be reasonably confident that the disruption we have experienced with 'bread and butter' functions like advice of fee changes and delegations to Aged Care Assessment Teams will be quickly resolved.

However, the separation from Health, at a time when the needs of many aged care clients are becoming increasingly complex, seems counter intuitive to many.

The sector, largely through the national body of State-based not-for-profit aged care groups, Aged and Community Services Australia (ACSA), is making every effort to ensure the reform processes continue and the groundbreaking inquiry by the Productivity Commission, Caring for Older Australians, sets the direction.

### Presidency of ACSA

During 2012, Chief Executive Vaughan Harding was asked to nominate for the National Presidency of ACSA.

Following a generational shift in the senior management at ACSA, withdrawal of the Queensland and Victorian State associations from the Federation, and amid a challenging period of regulatory reform, Vaughan was seen as a 'steady hand' with a solid understanding of the sector and of the Association.

After consulting the Chair of the Juniper Board, Vaughan accepted the nomination and, following his appointment, withdrew from his other commitments to enable him to focus on the ACSA role and continue leading Juniper as its Chief Executive.





## Governance

---

### Review of Board Sub-committees

During 2012, the Juniper Board put in place a revised Sub-Committee structure, retaining the existing finance committee under the new name of Finance and Risk Management Committee.

The Building Assets and Infrastructure Committee was created to enhance the Board's oversight of approval processes and strategic planning for building projects, and the Client Care Committee was formed to support the Manager Care Systems in creating robust Care Governance processes.

The two new committees have been meeting regularly since the second half of 2012 and are having a positive impact supporting the Board's strategic role in guiding Juniper.

In part motivated by the harmonisation of Occupational Health and Safety (OSH) laws, late in 2012 a working group comprising three Board members and senior staff involved in workplace safety was formed to look at how best to develop the Board's governance oversight of OSH matters.



Three Occasional Committees (Nomenclature, Nominations and Corporate Governance committees) were maintained during the year and will continue to meet as and when required.

### Chaplaincy

---

Juniper's Client Care Committee now has oversight of Chaplaincy and following a short pause to focus on care governance the committee is progressing work to further enhance our chaplaincy service.

Matters requiring focused attention include: an expanded definition of "spirituality" as practiced by many people entering our services; the growing support needs of our staff coping with a fast moving world; the adequacy of current resource allocations to meet expanding demand for services and the need for the organisation to remain true to its mission as a church-based agency and charity.





# Major highlights - continued

## Major building projects

### Ron Wilson House

During the year construction progressed significantly on our new multi-storey building at Adie Court within Juniper Rowethorpe, which comprises one floor of office space and two floors of apartment dwellings.

Subsequently named Ron Wilson House, the building will house Juniper Community, a simulation training room and provide 16 apartment dwellings designed to meet the needs of over 55s seeking affordable rental accommodation.

The name pays tribute to Sir Ronald Darling Wilson, AC KBE CMG QC (1922-2005) a former high court judge, human rights campaigner and Uniting Church leader.

In 1977, Ron became the first Moderator of the WA Synod of the Uniting Church, a role he fulfilled for two years.

During this time he was knighted for his community service.

Sir Ronald's contributions included senior roles with the Human Rights and Equal Opportunities Commission, the Council for Aboriginal Reconciliation and the inquiry into the stolen generations.

Adaptable apartment design at Ron Wilson House will enable residents to remain in their home as they age and their needs change.

Ron Wilson House is expected to be completed in early 2014 with first residents moving in shortly thereafter.

Completion of this project will enable decommissioning of the Charles Jenkins building (which has been put to a range of different uses since the opening of Juniper Annesley in 2007) and allow for its demolition to enable the next phase in the Rowethorpe redevelopment Master Plan.



## Juniper Central Refurbishment

The skill, flexibility and hard work of Juniper Central's Assets team, backed by the quality and clarity of our building contract and our relationships with tradesmen and suppliers, has delivered the refurbishment of Juniper's central administrative office at 313 Main Street, Balcatta.

Despite a setback with the project's builder going into voluntary receivership at a critical phase in the project, the Juniper team were able to take over the project and bring it to completion within budget.

Around 50 staff moved back into the building in November 2012 and among the first activities at our new home was a function to receive a \$250,000 Lotterywest grant toward a total project cost of around \$1 million.



## Hillcrest Abrolhos Wing

Construction of a new 20 bed High Care wing at Juniper Hillcrest in Geraldton commenced in 2012 and was officially opened in September 2013.



Area Manager Coastal Helen Flux and Hillcrest Residential Manager Beth Thompson.

The new Abrolhos Wing helps meet the challenges of Geraldton's rapidly growing population and increasing pressure on aged care infrastructure and services in the region. The name celebrates the region's rich history and acknowledges important local industries which support jobs and economic prosperity.

The new Abrolhos Wing comprises 20 high care residential beds located around an attractive courtyard with ocean views from its shady veranda. An internal alfresco area features a central atrium and water feature.

Juniper Hillcrest now offers the full range of low and high care, dementia care and respite services, staffed by a 60-plus workforce including carers, nursing staff and allied health and administrators.

Juniper worked in close collaboration with the regional Aged Care Assessment Team, local hospitals, GPs and community care providers to develop its response that resulted in the Hillcrest expansion.





# Major highlights - continued

Local architects Eastman Poletti Sherwood, and builder Crothers Construction plus other Geraldton suppliers were engaged to design and build the Abrolhos Wing, providing support to Geraldton's economy. Juniper expects further training and jobs benefits to flow from the project.

The project was significantly funded by a State Government Royalties for Regions Grant.

## Elimatta

Juniper's delivery of excellent aged care and support services continues with the commencement of the forward-thinking retirement living housing renewal project at Juniper Elimatta in Mount Lawley that will adopt a "apartments for life" philosophy.

Planning approval was recently granted for the project which is bounded by Bradford Street, Alexander Drive and Cone Place and encompasses a total of 25,802 sqm of retirement complex / urban-zoned land behind the existing care facility.

The renewal will take several years starting with an initial 17 villas and clubhouse in Stage 1 before expanding over a further three stages in coming years to provide additional retirement living accommodation.

Initial site works commenced in August 2013 paving the way for the first two and three bedroom villas and a club house that features a covered 14m pool, café, plus arts and crafts and activities spaces.

Stage 1 construction is planned to be completed by spring 2014 with subsequent stages rolled out between 2014 and 2016, depending on demand.

As currently envisioned, the Juniper Elimatta renewal project has the potential for a total of approximately 146 dwellings.

Subject to planning approvals the future development and total capacity may vary and will depend on market demand.

Juniper Elimatta has successfully served the needs of its residents and families since 1968 and will continue to do so.



Impression of Elimatta's outdoor café area.





## Lockyer Development

As a member of the Uniting Great Southern Scheme Steering Group, Juniper worked closely with UnitingCare West to progress planning for a new community centre in Lockyer, in the City of Albany.

A Master Plan will govern planning for the greater site, a matter which is currently being discussed with the City of Albany.

Development of a community centre at Lockyer will benefit the whole community as well providing a worship centre for the Lockyer congregation in a shared space.

The community centre is a precursor for an ambitious integrated community, responding to a diverse range of needs in the Great Southern.

## Advances in Juniper Community

In 2012/13 Juniper Community's 180 staff and 80 volunteers continued to provide essential services to clients at home including those who are at risk, isolated or vulnerable.

During the past year, the sector experienced significant staff turnover. However, Juniper's Community team bucked this trend and maintained a turnover level below industry benchmarks.

Juniper Community also implemented major changes to its funding, service delivery models and structures, during a time when the sector was tackling the implications of the Federal Government's Living Longer Living Better Reform recommendations.

In 2012-13 Juniper rolled out a state-of-the-art software and hardware system that brought significant advances in scheduling, rostering and safety for our carers in the community.



Community Support Worker Hannah Newland.

Phase two of this project will expand a wound management module to enhance the care our nurses provide to all our clients.

The Commonwealth Department of Health and Ageing recently recognised Juniper Community by awarding a tender with an innovative Day Therapy Outreach Wellness program.

This program is first of its kind in Australia and aligns perfectly with Juniper's goals of maintaining our clients' independence in their homes.

The service model includes our staff visiting clients throughout the South East metropolitan region to provide nursing, podiatry and dietician clinics three days per week.

We acknowledge the strong support of our staff and clients and thank them for choosing Juniper to be their service provider of choice.



# Juniper Board

**Mr Lindsay Wolfe**  
(Chair)

Lindsay has spent more than 20 years working in the United States and Europe with the International Monetary Fund where he was the Finance Director. Lindsay is the Board Chair, member of the Finance and Risk Management Committee and member of the Uniting Church Floreat.



**Mr Vaughan Harding**  
(Chief Executive)

Vaughan was appointed to the position of Chief Executive in 1992 and is an ex officio member of the Board. He holds a Bachelor of Business majoring in organisational development and industrial relations and has served on many industry boards and committees. He is the current President of Aged and Community Services Australia.



**Mr Fred Boshart**

Fred is a Fellow Certified Practising Accountant, Associate of the Chartered Institute of Secretaries and a Registered Builder. His accounting expertise, technical knowledge of building and development and familiarity with the Perth property market are invaluable to the Board. He is Chair of the Finance and Risk Management Committee.



**Dr Christopher Etherton-Beer**

Professor, Geriatric Medicine and Geriatrician and Clinical Pharmacologist at Royal Perth, Swan Districts and Mercy Hospitals and Royal Perth Stroke Service, Chris has served on the Australian Drug Evaluation Panel, WA Medication Safety Group and RACP Specialist Advisory Committee in Geriatric Medicine. Chris is also Chair of the Juniper Client Care Committee.



**Mr Lance Hackett**

With a Bachelor of Commerce from UWA, Lance has practised as an Accountant and CPA, and has 20 years' experience in child care and retirement centres development and operations. He has served 12 years on Penrhos College Council and five on Penrhos Foundation Board (with four as President). A confirmed Uniting Church member, Lance is married with two adult daughters. He is a member of the Juniper Building Assets and Infrastructure Committee.



**Mr Jeremy  
Hudson**

Jeremy is a solicitor and has experience in tenders and proposals, construction management, building and insurance. He has acted on behalf of a number of charities in test cases before the State Administrative Tribunal (concerning the issue of whether residential living units for elderly people constitute a charitable use of land). He is a Chair of the Juniper Building Assets and Infrastructure Committee.



**Mr  
(Frederick)  
John  
Jeffreys**

John is the Country Representative to the Juniper Board. John lives in Bunbury and has formal qualifications and teaching experience in economics and statistics. He is the retired deputy principal of the Bunbury Cathedral Grammar School. John is a member of the Finance and Risk Management Committee. He and his wife Kerry are members of St. Augustine's Uniting Church, Bunbury.



**Mr (James)  
Bruce  
McFarland**

Bruce is a mathematician and qualified teacher, and has taught in New Zealand and Australia for 31 years. For 13 years he ran franchises in New Zealand and now operates a small business mentoring and tutoring children and adults in numeracy skills. Bruce is a Uniting Church member and has been involved with Uniting Aid. He is a member of the Juniper Building Assets and Infrastructure Committee.



**Ms Helen  
McMillan**

A retired social worker and advisor on respite and complex care cases with the Department of Veterans' Affairs, Helen is also an Elder with the Uniting Church Noranda congregation, the Board's Resident Representative and a member of the Client Care Committee. Helen also chairs Juniper's Residential Delegates Committee.



**Mr Geoff  
Parnell**

Geoff has more than 30 years' experience in banking, marketing, consulting, building and facilities management. He is a Graduate Member of the Australian Institute of Company Directors, Associate Fellow of the Australian Institute of Management, and Life Member of the Facilities Management Association of Australia. He has significant experience and skills in strategic business planning, risk management and change management.



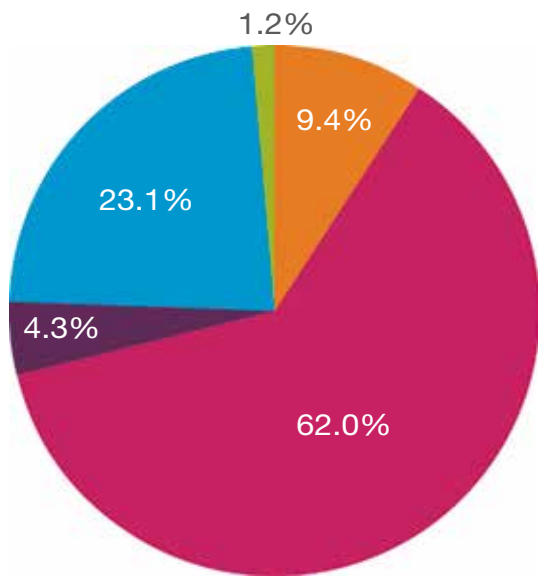
**Mrs Gillian  
Swan**

Gill is former Deputy Principal of John XXIII College and continues to be involved with the education sector through work with Edith Cowan University and as member of the Presbyterian Ladies College Council. Gill is a member of the Juniper Client Care Committee and a member of the Uniting Church Nedlands.



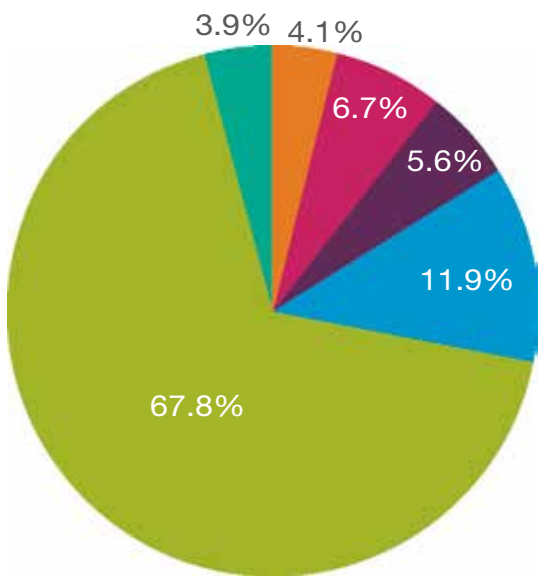


# Financial summary



## What we earned

	\$,000
Capital Funding	9,478
Government Subsidies	62,305
Investment Income	4,335
Resident Fees	23,278
Sundry Other Revenue	1,160
<b>Total Income</b>	<b>100,556</b>



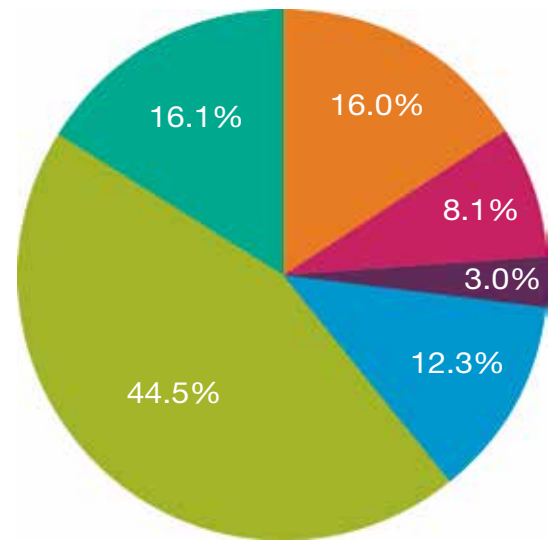
## What we spent

	\$,000
Catering	3,765
Depreciation	6,137
Maintenance and Repairs	5,167
Other	11,000
Staff Costs	62,389
Utility	3,629
<b>Total costs</b>	<b>92,087</b>
<b>Surplus for the year</b>	<b>8,469</b>



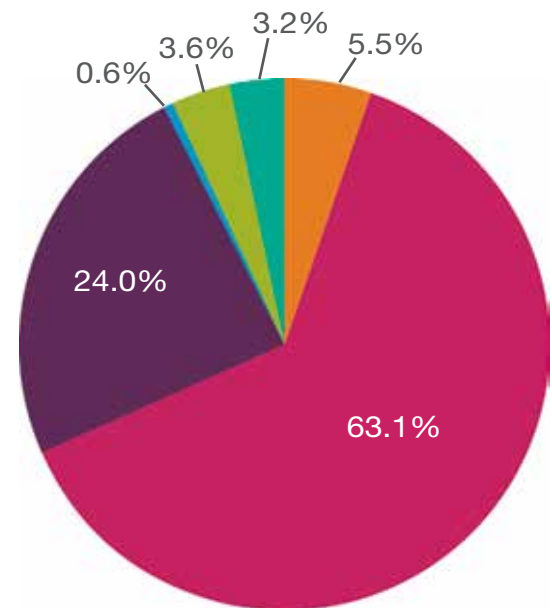
## What we own

	\$,000
Cash and Deposits	38,356
Debtors	19,350
Financial Assets	7,084
Investment Properties	29,375
Property, Plant, Equipment and MVs	106,705
Term Deposits	38,500
<b>Total Assets</b>	<b>239,370</b>



## What we owe

	\$,000
Employee Entitlements	7,824
Resident Accommodation Bonds	90,340
Resident Entry Contributions	34,424
Sundry Other	833
Trade Creditors	5,263
Unearned Occupancy Rights	4,530
<b>Total Liabilities</b>	<b>143,214</b>
<b>Total Net Assets</b>	<b>96,156</b>



## Top 5 Financial Performance Indicators

1. Government Subsidies increased by 10.8% due to higher resident care needs
2. 83.5% (prior year 80.9%) of revenue is generated from Residential Care Facilities
3. 72.9% (prior year 72.3%) of Operating Revenue is allocated to staff costs
4. Staff Costs increased by 9.7%
5. Total assets increased by 6.7% compared to liabilities which increased by 4.8%





313 Main Street,  
Balcatta  
WA 6021

PO Box 810,  
Balcatta  
WA 6914

**Telephone**

+61 (08) 9240 0313

**Facsimile**

+61 (08) 9240 0329

**Email**

[juniper@juniper.org.au](mailto:juniper@juniper.org.au)

