

# ANNUAL REPORT 2015



*Warrigal*

Inspiring communities  
for older people

# CONTENTS

- 2** Who we are
- 3** Our Strategic Plan
- 4** Our Year
- 5** Chairman and CEO Report
- 6** The Warrigal Journey
- 8** Everything Older People Want
- 9** Our Executive Team
- 10** Our Quality Care Framework
- 11** How we measure up
- 13** Our care practice committee
- 14** Our services
- 16** Residential care services
- 18** Our accreditation
- 20** Our fresh food commitment
- 21** Our research partnerships
- 22** Our volunteers
- 24** Our positive people strategies
- 26** Putting our people first
- 29** Our code of conduct
- 30** Our Supporters
- 32** Our communications
- 33** Our numbers
- 34** Our Places
- 36** Our environment
- 38** Engaging and supporting our communities
- 39** Board of Directors
- 41** Directors' report
- 43** Where you'll find us





# WHO WE ARE

Our focus is creating communities where older people can be independent, respected, happy and connected.

We are a for-purpose community owned organisation, endorsed as a deductible gift recipient by the Australian Tax Office, and operate a variety of retirement living and aged care services in the Illawarra, Southern Highlands and Queanbeyan regions of NSW.

We currently operate 7 Residential Care Homes and 8 Community Villages and support older people in their own homes and in the community including two Club Connect Services.

We have been creating inspiring, supportive and connected communities for older people for almost 50 years and are proud to be innovative leaders of best practice.

We believe in putting people first – our customers, our clients, our staff and volunteers. We understand that everyone is different and have unique experiences, needs and desires.

Our purpose is to support older people to have great lives.

A complex and ever-changing aged care landscape can be confusing and difficult to navigate, but we work hard to make it simple for people to find the support and services they want and need – where and when they want them.

We appreciate that older people don't want confusion and complications as they plan for the later stages of life. They want their needs and wishes met in a seamless and simple way that works for them. They want services to be local, affordable, reliable, innovative and delivered by a provider they can trust.

# OUR STRATEGIC PLAN

**Our vision:**  
Older people will have great lives

**Our purpose:**  
We support older people to create inspiring communities

## Customers

### Strategic Direction 1

People will choose Warrigal because we provide the services they want as they get older.

#### Outcomes

People chose Warrigal because:

1. We offer choice through our wide variety of flexible services.
2. Our services are integrated and easy to use.
3. Our services exceed minimum quality standards all the time.
4. We support each person regardless of their social and economic status.
5. Our services are innovative and continually growing
6. The way we care is contemporary.

## Staff and Volunteers

### Strategic Direction 2

People will prefer Warrigal because our staff and volunteers have the values and skills to offer great service.

#### Outcomes

People chose Warrigal because:

7. Our workforce is ready to meet the changing needs of the sector.
8. We are mobile and flexible and can meet the expectations of customers.
9. We attract and retain the best staff and volunteers who apply our values and deliver results.
10. Our staff and volunteers work safely to create an enduring safety culture.
11. Our staff members have highly developed skills through our training and mentoring programs.

## Communication

### Strategic Direction 3

People will connect with Warrigal because we communicate in ways that inspire them.

#### Outcomes

People chose Warrigal because:

12. We communicate effectively because our information is simple and helpful.
13. The way we relate develops trust.
14. Our culture and results lead others to join with us to deliver our purpose.
15. Our non-profit and purpose-driven approach is valued by our community.

## Places

### Strategic Direction 4

People will enjoy Warrigal because we support their independence in their home.

#### Outcomes

People chose Warrigal because:

16. Every service we provide is connected to the community.
17. Our locations reflect our values and show how important older people are to us.
18. We have a 10 year development plan that guides our expansion of services.
19. The impact we have on our environment is responsible.

## Business

### Strategic Direction 5

People will be confident in Warrigal because our services are robust and viable, now and into the future.

#### Outcomes

People chose Warrigal because:

20. Every service is financially sustainable and adds value to the organisation.
21. Our business systems are flexible and adapt to changes in the sector.
22. Our systems and processes are efficient and useful for our purpose.
23. We have purposeful partnerships with other businesses and strategic allies.



# OUR YEAR



We supported

# 3035

older people across all of our services including **877** in residential care, **350** in our community villages, **137** in Club Connect and **1671** in our community connect services



Our **philosophy of choice** ensures that older people have the opportunity to be themselves and to be independent, respected, happy and connected.

We commenced construction of our innovative **new village at Shell Cove.**



Our 2014 Annual Report received a **Silver Australasian Reporting Award**

We continue to expand and improve **Warrigal Connect**, our comprehensive home support services, winning the tender to deliver aged and social support services throughout the Shellharbour area.



We launched our new fundraising initiative, **Go Grey in May** in Goulburn to thank older people for their contribution to our communities.

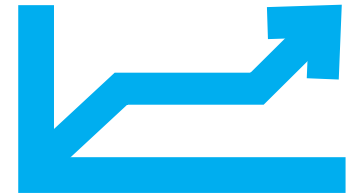
We were recognised for our outstanding work in the area of **sustainability** by winning the Sustainability Category at both the Illawarra and Goulburn Business Awards



We addressed our financial challenges by **increasing occupancy** in our residential homes and continuing to expand our services at key locations.



Our surplus for the year was **\$1,290,000.**



Our revenue grew by **9.16%** to **\$59,338,000** and our total assets grew by **4.30%** to **\$162,997,000**





# CHAIRMAN & CEO REPORT



At Warrigal, we are defined by our people and their collective passion for creating communities where older people can live great lives.

Our people are our heart and soul. They make us what we are today and will help us to be what we want to be tomorrow. Coming from all walks of life, together they embody our values of integrity, respect, compassion and innovation.

This year has been a very important chapter in the Warrigal story. Almost 50 years since we began, we are still going strong and have implemented some changes that will be transformational.

Construction has begun on our ninth community village and our eighth aged care home, at Shell Cove Marina. We also implemented a Consumer Directed Care approach to all our community care packages – a major shift, but one that we know is in keeping with the desires and needs of older people.

One of the things we have realised over the years is that older people don't want hassle and complications as they approach the later stages of life. They want all their needs and wishes met in a seamless and simple way that works for them. They want services to be local, affordable, comfortable and delivered by a provider they can trust.

We want Warrigal to be just like that. The complex and ever-changing retirement living and aged care landscape can be confusing and difficult to navigate. But we are continuing to work hard to provide care and services in a way that makes it simple for people to find the offerings they want, where and when they want them.

We have our eyes on the future and are developing some of the most innovative services that Australia has ever seen as part of our ambitious *Towards2020* plan. We are doing this in partnership with the State and Federal Governments, our industry association, the University of Wollongong, as well as an impressive array of partners, consultants and contractors. It takes a shared vision and effective collaboration to achieve big things beyond ourselves.

Older people deserve to have the respect and the dignity of being offered choices about where and how they live, all the way until the end of their lives. This is why we exist. We'd like to offer a very big thank you to everyone who is associated with this compelling cause.

**Alan Hardy**  
Chairman

**Mark Sewell**  
CEO

# THE WARRIGAL JOURNEY

## 1960s

1964

The Shellharbour Lions Club identified the need for services for older people.

1967

Shellharbour Lions Club, Kiama Soroptimists, Rotary and Apex formed the first Board of the Mount Warrigal Retirement Village.

1968

Mrs E Grant became the first resident of the 10-bed "rest home" located on Native Dog Hill (Mt Warrigal). Mrs Enid Baker was the first matron. All other staff were volunteers. Funding came from community donations. The land was leased from Shellharbour Council.

## 1970s

1971

Sixteen more older people joined. Local service clubs met furnishing and building costs.

1976

Mrs. Fay Smith was elected as the inaugural president of the first auxiliary. The home expanded to accommodate another 28 residents.

## 1980s

1981/1982

Warrigal was incorporated as a public company under the name Mount Warrigal Retirement Village Limited and also became a registered charity.

Opening of the Ladies Auxiliary opportunity shop in Warilla.

1983

Warrigal welcomed residents to the 12 Villa Warrigal Community Village in Arcadia Street Warilla.

## 1990s

1994

100 residents joined the Warrigal Community Village Queanbeyan (known then as Kawaree Retirement Village).

Warrigal Administration Centre opened at Albion Park Rail.

1993

An additional 101 older people were cared for in Warrigal Community Village Figtree and in Coniston Residential Care Home.

Albion Park Rail welcomed 40 residents into the John and Margaret Land Hostel and the first 10 Units of Cluff Court. The village was named after the Mackander family, the

1991

hostel after John and Margaret Land and Cluff Court after Alan and Lorraine Cluff.

49 residents were welcomed to the Goulburn Residential Care Home then named Mirambeena Nursing Home.

The Property Services Department at Oak Flats opened.

1991

16 units were constructed to form Reg Simpson Court at Albion Park, named after the organisation's founding Chairman.

A community day respite centre commenced at Lake Illawarra named after Beryl Lewis a long serving member of the Board and Auxiliary.

1988/1990

50 beds were added to Mount Warrigal Residential Care Home at Warilla.

30 residents were welcomed to Rowland Court at Lake Illawarra, named in recognition of Norm Rowland a past Chairman of the Board.

1985

The original Residential Care Home on Mount Warrigal re-opened with 40 new residents and was named after Joan Pearce in recognition of her services to the Board and Auxiliary.

1984

The original Residential Care Home on Mt Warrigal closed and a new 50-bed home opened on the corner of George and Arcadia Streets Warilla with an additional Warrigal Community Village also constructed known as Arcadia Court.

# THE WARRIGAL JOURNEY

## 2000s

1995/1997

40 residents of Glades Bay Gardens at Gladesville Sydney were welcomed.

Warrigal Connect (formerly known as Community Care Illawarra) commenced operations.

1997

Queen Beatrix Residential Care Home in Mackander Village opened with 41 residents.

1998

56 additional units were completed at Cluff Court. Warrigal Connect (Warrigal Community Care) began in Queanbeyan.

1999

Warrigal Care became the registered trading name; a new logo and new corporate colours were adopted.

2000/2001

Warrigal Care welcomed into its care the 17 residents of Pencomas Lodge Goulburn.

Warrigal Connect (Community Care) began services in Goulburn.

Warrigal Community Village Albion Park Rail opened its village community centre.

2006/2007

Land was purchased at Beach Street Wollongong for future expansion of services.

Warrigal Connect (Community Care) private services commenced at Illawarra, Goulburn and Queanbeyan.

Stage 1 of Bundanoon's Residential Care home completed for 45 people

2008

Residents of Pencomas Lodge and Mirambeena Residential Care homes moved into the new home at St Aubyn St Goulburn.

Warrigal Connect Goulburn and Queanbeyan expanded with several levels of Care Connect and Support including specialised dementia home services.

Warrigal Club Connect (Day Respite Service) commenced in Goulburn.

All services renamed to reflect location.

## 2010s

2015

Construction commences at the Warrigal Shell Cove village will incorporating a state of the art residential care home, community village and an integrated community space called the Quay.

2014

Goulburn Community Village officially opened including 36 new villas and 40 care suites.

\$17m in funding from Restart NSW grant for our new Residential Care Home in Shell Cove was approved.

2013

A new Philosophy of Care was developed.

A new Strategic Plan called 'Towards 2020' was developed.

Our updated brand and new look 'Warrigal' was launched.

Our Care Quality Compliance Team was established and our Care Governance Framework was improved.

2011

Warrigal Community Connect expanded substantially with the acquisition of AllCare In-Home Services.

Warrigal Community Village, Albion Park Rail expanded by 8 villas. The Administration building was expanded.

Warrigal Connect passed the first round auditing process under the new Common Standards.

2010

Warrigal sold our stand alone Warrigal Residential Care Home Gladesville to another non-profit provider.

We purchased land in Shell Cove to develop a new integrated community village

Warrigal's Administration staff expanded to 60.

2009

Pencomas Lodge and Mirambeena Nursing home were sold. An additional 45 beds opened at Bundanoon.

A new Strategic Plan for the next 3 years was developed with 4 new strategic directions.

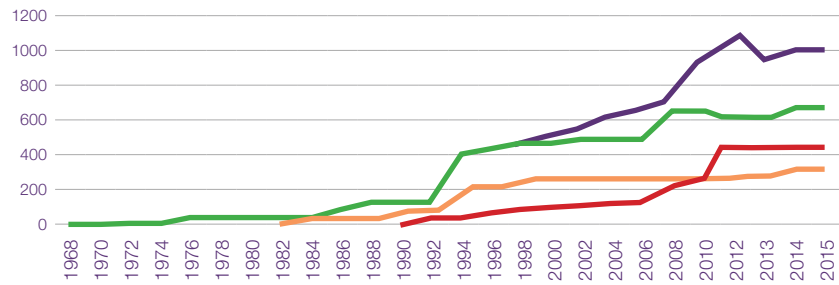




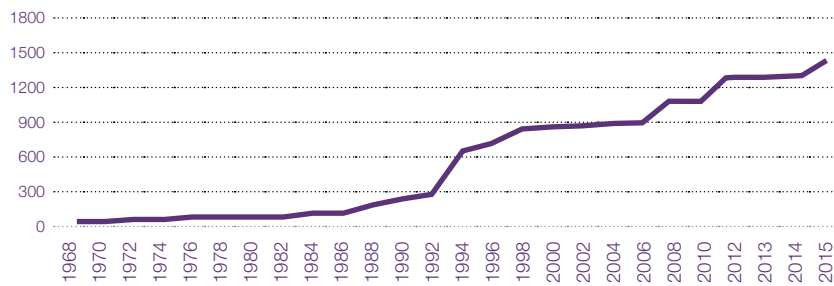
# EVERYTHING OLDER PEOPLE WANT

## History of service growth

- Provisional allocated bed licences
- Operational bed licences
- Community Services
- Independent living



## All services combined growth history





# OUR EXECUTIVE TEAM

## **Marina Bolton**

### **Executive Manager – Human Resources**

Payroll  
Organisation Development  
Volunteer Services  
Recruitment and Retention  
Health and Safety

## **Wayne Temby**

### **Executive Manager – Finance and Administration**

Finance  
Procurement  
Community Relations  
Information Services  
Client Services

## **Peter Hutchinson**

### **Executive Manager – Property and Sustainability**

Property Development  
Environmental Sustainability  
Asset Maintenance

## **Mark Sewell**

### **Chief Executive Officer**

Company Secretary

## **Emilia Graham**

### **Executive Manager – Residential Services**

Residential Care Homes

- Illawarra
- Goulburn
- Bundanoon
- Queanbeyan

Hospitality Services

Care Quality and Compliance

## **Ian McClintock**

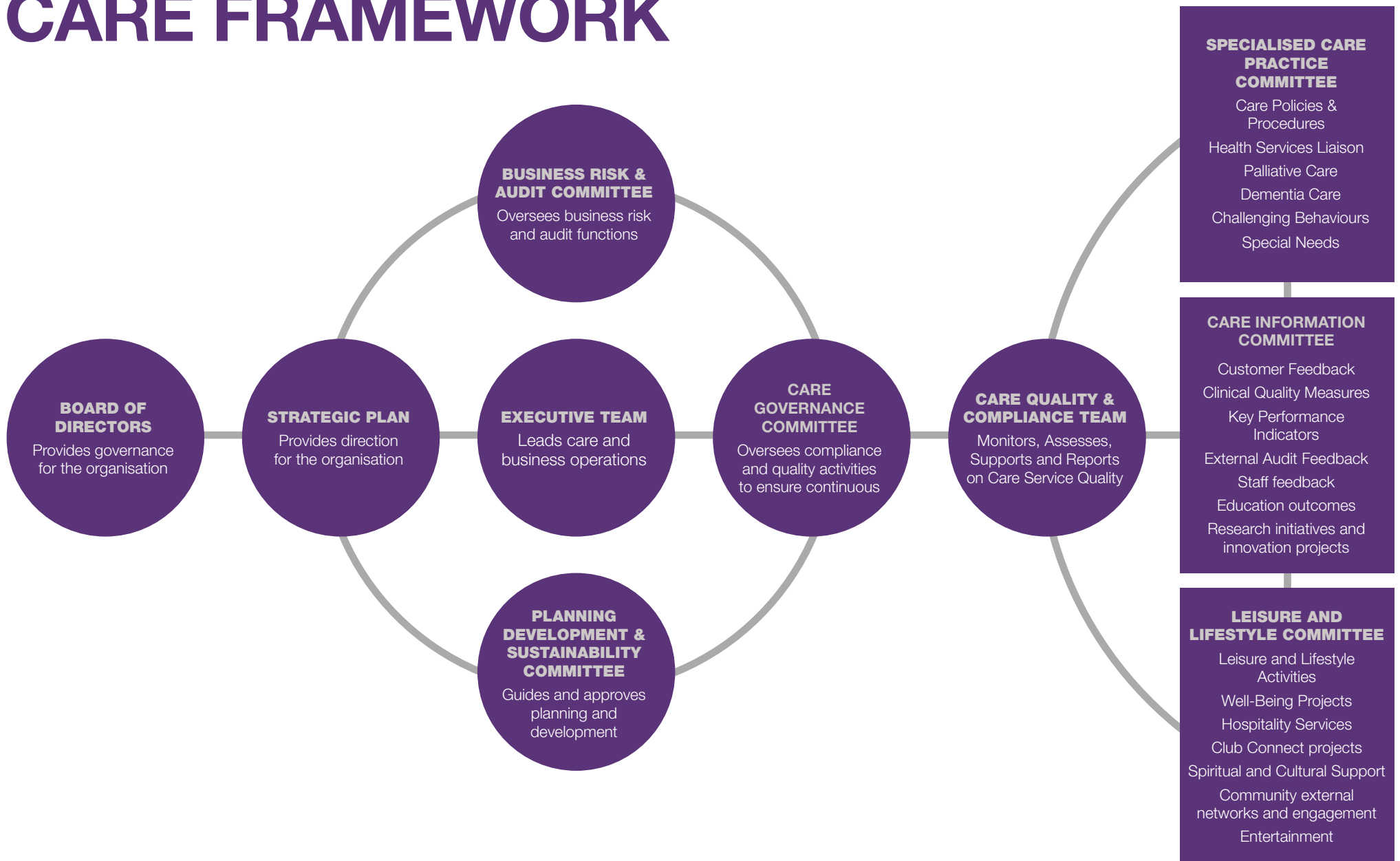
### **Executive Manager – Community Services**

Community Connect, Club Connect,  
Community Villages

- Illawarra
- Shoalhaven
- Bundanoon
- Goulburn
- Queanbeyan

Strategic Planning

# OUR QUALITY CARE FRAMEWORK



# HOW WE MEASURE UP



People will choose Warrigal because we provide the services they want as they get older.

Integrated services now exist at Albion Park Rail, Goulburn, Warilla and Queanbeyan

Customers can now transition across all our service types with assistance

We have wellness services in all our locations

All our services achieved 100% quality accreditation compliance & NRMA 'owl' ratings at two of our community villages.

All our food services achieved 'A' ratings from external auditors

A partnership with The Housing Trust enables their residents to use our services



People will prefer Warrigal because our staff and volunteers have the values and skills to offer great service.

760 staff, 337 volunteers and 122 contractors operate our services

We are currently training 11 staff in project management skills

We have adopted the Aged Care Leadership Framework for Management Training

Several ongoing culture improvement programs were rolled out for staff and managers

We have strengthened our risk reporting and return to work programs



People will connect with Warrigal because we communicate in ways that inspire them.

We have expanded the use of social media communications and launched our Go Grey in May fundraising initiative

Our open days and VOX FM radio programs have informed people all year

Our CEO is an Aged & Community Services (ACS) NSW/ACT Director, Regional Chair and Aged Care Illawarra Workforce Action Group (ACIWAG) Chair

We have participated in the INS Smart Kiosk and Smart Home tele-health trials



People will enjoy Warrigal because we support their independence in their home.

Our services for people at home have increased by 22 %

We have 14 active research partnerships with universities that focus on older peoples lives

Our sustainability programs have won more awards this year as we assist older people to live well

All 120 home care customers now have greater control via the implementation of Consumer Directed Care



People will be confident in Warrigal because our services are robust and viable, now and into the future.

Operating revenue has increased by 12%

Our next three service expansion sites are fully costed, funded and will be delivered carefully

Our best performing services operate at \$23,029 EBITDA

Our Project Management Framework keeps all improvement processes on track

Customer demand for our villages has grown by 28%

## Occupancy Rates 2015



# 92.77%

Residential Care



# 95.89%

Warrigal  
Community Villages



# 99.57%

Home Care  
Packages



# 54.01%

Club Connect  
Packages

### Operational services at each location for 2014/2015

Location	1	2	3	4	5
Queanbeyan	46	0	0	80	57
Goulburn	107	25	28	0	36
Bundanoon	38	25	27	0	12
Shellharbour	182	67	40	128	150
Wollongong	46	14	0	138	39
Shoalhaven	0	0	0	0	0
<b>Totals</b>	<b>419</b>	<b>131</b>	<b>95</b>	<b>346</b>	<b>294</b>

1. Residential Care Homes (Mainstream)
2. Residential Care Homes (Dementia Care)
3. Residential Care Homes (Extra Service Status)
4. Provisional Allocations
5. Community Villages

## Community Connect Services 2014/2015

### ILLAWARRA



Total Customers

# 966

**68** Warrigal Club Connect

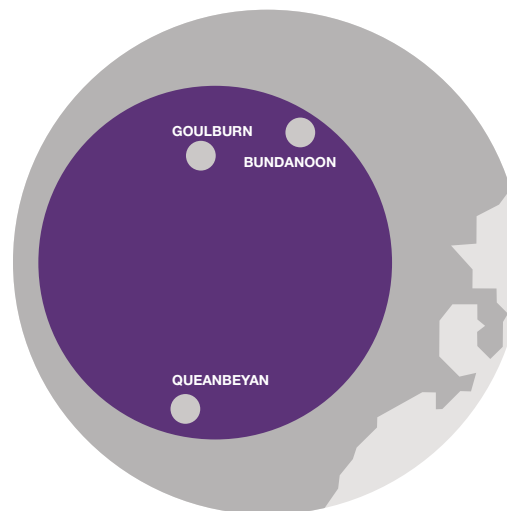
**29** Warrigal Connect  
(Home Care Packages)

**357** Warrigal Connect  
(Private Service)

**440** Warrigal Connect  
(Home & Community Care)

**72** Warrigal Connect  
(Veterans Home Care)

### SOUTHERN HIGHLANDS



Total Customers

# 842

**69** Warrigal Club Connect

**142** Warrigal Connect  
(Home Care Packages)

**501** Warrigal Connect  
(Private Service)

**45** Warrigal Connect  
(Home & Community Care)

**85** Warrigal Connect  
(Veterans Home Care)



# OUR CARE PRACTICE COMMITTEE

## Our Care Practice Committees

We have three care practice committees that monitor care outcomes, review practices and initiate continuous quality improvements. Membership of these committees includes senior managers, community stakeholders and industry specialists as required.

The three care practice committees are:



### Specialised Care Committee

reviews clinical care policies and practices to ensure they are aligned with evidence-based research.



### Care Information Systems Committee

reviews and recommends changes to care relevant data systems to ensure that data collection is optimized and end users are trained accordingly



### Leisure and Lifestyle Committee

focuses on active living initiatives and innovations in aged care, specifically looking at lifestyle, healthy living and leisure opportunities.

## Our customers have their say

We encourage all of our customers to provide us with their feedback.

Formal complaints and compliments regarding resident/client care	2006	2007	2008	2009	2010	2011	2012	2013	2014	Change	Agency to which the complaint was referred
Complaints resolved internally	47	48	45	39	36	25	31	17	10*	▼	N/A
Complaints referred to external agencies	4	1	6	6	4	17	4	4	7*	-	Department of Health & Ageing (DoHA)/ Department of Social Services (DoSS)
Total complaints	51	49	51	45	40	42	35	21	17*	▼	N/A
Total written compliments	117	84	100	26	48	76	72	104	40	▲	N/A



# OUR SERVICES

Connect Services – connecting people and helping them live independently

**Warrigal Connect** provides care and support to older people helping them to remain living in their own homes. We supported more than 1,671 people during the past year, with a variety of services including domestic services, transport, companionship, social outings, personal care, home maintenance and emergency respite. In total we helped almost 1,808 people across the Illawarra, Goulburn and Queanbeyan areas, in their homes or at our clubs.

**1808**  
people supported

We have now successfully transitioned all home care package clients to a Consumer Directed Care (CDC) approach – giving our home care clients a much greater say in how their services are delivered.

In response to Commonwealth Government's new emphasis on home support programs, we are striving to expand our services to meet the growing demand in all our locations. This will see continued growth in the use of Warrigal private and services brokered to other providers who operate the services on our behalf.

These partnerships with other like-minded community organisations are a valuable way of ensuring increasing service demand, even though we do not receive additional government subsidies for home care and home support services. Each month, an average of 63 older people use our private and brokerage services.





**Warrigal Club Connect** provides an active environment for older people and people living with dementia to enjoy while giving their carers a short daytime break from the responsibilities of caring. The clubs offer individual programs that stimulate and entertain our customers, as well as giving them the opportunity to take part in some light exercise, outings and craft activities, while socialising with their peers.

Staff members are assisted by more than 30 volunteers, who provide support in various ways from driving buses to providing entertainment.

The Illawarra service provides support to almost 70 people and continues to be popular with clients and their families since moving to our Albion Park Rail Care Home in late 2014. This new location provides an excellent opportunity for older people to renew friendships and participate in the many activities available at the home.

Club Connect in Goulburn is in its fifth year of operation, with funding from the Commonwealth Department of Social Services through the National Respite for Carers Program. The service has provided extended short-term support hours to 69 people.

**Warrigal Community Villages** offer independent living in purpose built accommodation for older people at eight locations, some of which are located alongside our Residential Care Homes.

Almost 350 residents live in our community villages, enjoying an environment where they can be supported as their needs change, but also be encouraged to be themselves.

We remain committed to developing and initiating many exciting and relevant new services for older people living in a contemporary world.

It's imperative that our residents have a voice and we consult with them through monthly visits to each location by managers, bi-monthly resident committee meetings and quarterly combined resident committee meetings. The Village Services team also continues to work with the residents to plan programs including an annual holiday, attendance at concerts and shows and other regular recreational activities, which ensure our residents get the most out of village life.

The additional position of Village Services Officer has been a great success in the Southern Highlands and has supported residents in our Southern Highlands villages located in Queanbeyan, Goulburn and Bundanoon with greater direct support from the Village Services Team.



**350**

residents live in our  
community villages





# RESIDENTIAL CARE SERVICES

## Who were our residents?

We provided residential care to almost 1,000 older people this year across the Illawarra, Bundanoon, Goulburn and Queanbeyan regions. The average age of our residents was 85.

Our residents reflect the diversity in our communities. Almost 22 per cent are of overseas origin and 15 per cent speak a primary language other than English. Italian is the most prevalent nationality other than Australian and, unsurprisingly, Italian is the primary language other than English followed by German and Dutch.

<b>877</b> permanent care residents average stay <b>769</b> days	<b>112</b> short-term residents average stay <b>17</b> days
--	---

## LANGUAGES SPOKEN



English



Italian



German



Dutch



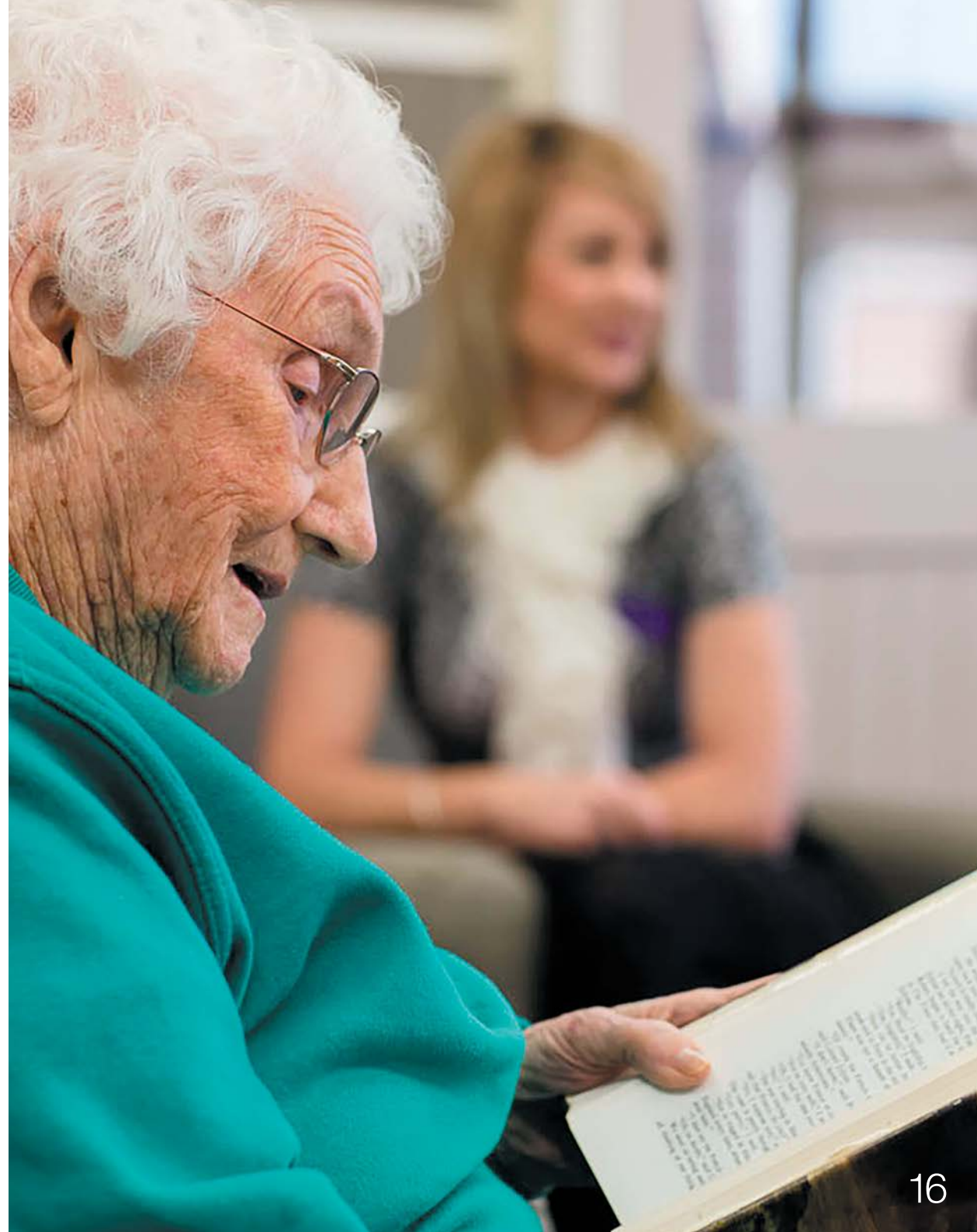
**622**

female



**367**

male





## Being well for the day, every day

We want our residents to be as happy, active and independent as possible, for as long as possible.

Our Wellness Programs in all of our residential homes are central to helping us to encourage and enable our residents to be 'well for the day' – every day.

From exercise classes, to pain management or massage to mobilization techniques, our professional physiotherapists and their teams can meet the individual needs of all our residents.

We are delighted that the Wellness Centres have also become social hubs where people can stay connected and enjoy each other's company.

It all adds up to giving our residents the best chance of living less painful, more mobile, independent and connected lives. And is in keeping with our philosophy of fun, freedom and fitness.

We have created a new position of Wellness and Lifestyle Manager to help to reinforce our efforts in this area. We aim to provide much more leisure and lifestyle choice to our residents and adopt a more contemporary and innovative approach to daily lifestyle activities.

The Wellness and Lifestyle Manager is responsible for the guidance and support of recreational activities co-ordinators, physiotherapists and physiotherapist aides with a focus on positive living – a wellness approach to life.



# OUR ACCREDITATION

## Compliance

All Warrigal residential care homes have been successful in obtaining a full three years accreditation. All homes achieved 44/44 of the expected outcomes.

measure and report on customer data across all of our services in a seamless and transparent manner. This review will also explore how data will be used, and how it can support our customer journey.

## Annual Aged Care Resident Satisfaction Survey

The annual survey for the organization has been delayed due to significant changes made to incorporate the new Philosophy and strategic plan that were implemented during this financial year. Results are currently being collated.

## Validation audits conducted by the Department of Social Services (DoSS)

Warrigal are currently reviewing the systems and methods for the collection and collation of customer data. A new strategic project is being implemented in 2016 to simplify,

From July 2014 the Department of Social Services undertook seven financial validations reviewing 158 files, 16 files had their funding downgraded. Warrigal has a robust training and monitoring program in place to ensure documentation is reflective of resident care needs to ensure all entitled funding is obtained for each person living in our homes and receiving our care services.

Month	Care Home	Reviews	Downgrades
Aug-14	Albion Park Rail	28	Nil
Oct-14	Bundanoon	22	Nil
Nov-14	Bundanoon	22	10
Feb-15	Coniston	10	Nil
Apr-15	Warilla	24	Nil
Apr-15	Queanbeyan	12	5
Apr-15	Goulburn	30	1
May-15	Mt Warrigal	10	Nil

# Clinical indicators of health 2014 - 2015

We provided care for almost 1,000 customers in the 2014/2015 year this includes respite and permanent residents. Many older people are entering care homes with increasing frailty and with more care needs than in previous years. Care managers at each home collate clinical indicator information to provide an overview of key areas of health. Every incident

is investigated, leading to a number of actions which may include but is not limited to education, training, reassessment of residents and the implementation of clinical care programs.

Our staff are provided with education and our homes environments are designed to engage people into meaningful activities.

Warrigal has a restraint free policy; our customers are encouraged to be independent and are supported to be more important.

We have trained physiotherapists and physiotherapist aides who work with customers to prevent falls and build body strength.

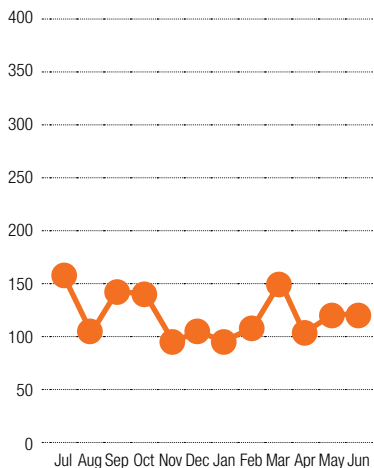
All of our staff attends annual training in infection prevention and managing seasonal outbreaks. Our registered nurses have had additional specialised training in outbreak management. We promote and provide flu vaccinations.

Medication administration is conducted by staff that have passed competency tests. All

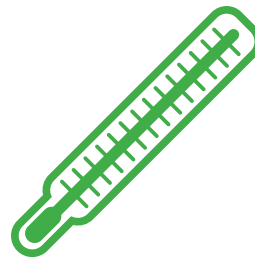
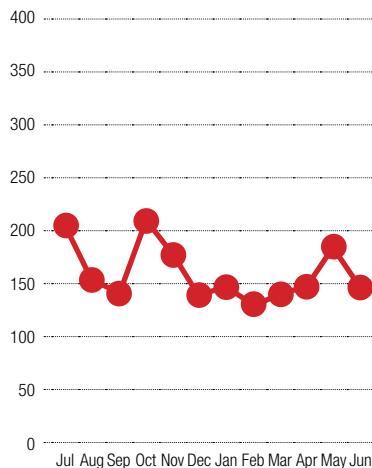
medications are monitored by registered nurses, pharmacists and general practitioners. Internal audits are conducted by the management team. Warrigal has a Medication Advisory Committee, all medication incidents are investigated and if required additional training and a review of practices are undertaken.



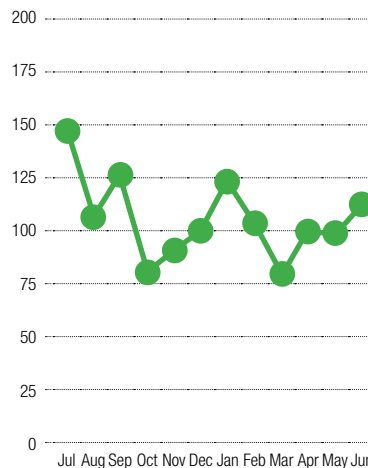
## Challenging Behaviours



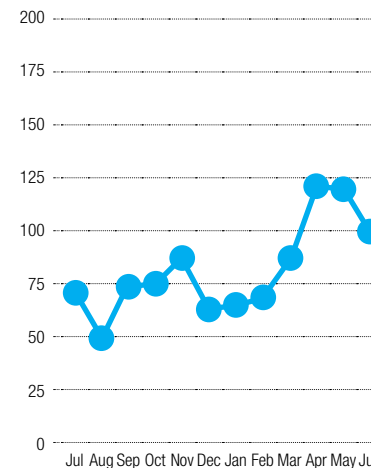
## Falls



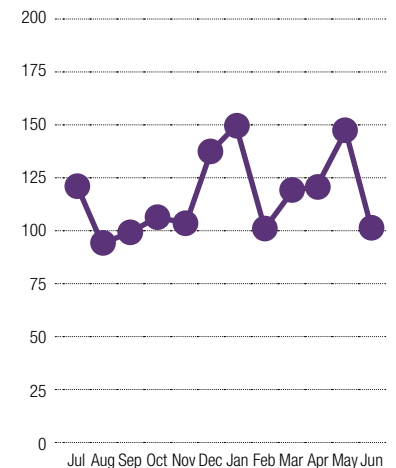
## Infections



## Medication Incidents



## Skin Integrity





# OUR FRESH FOOD COMMITMENT

We provide a freshly cooked dining experience and feature seasonal menus that have been assessed by dietitians and tested by both our residents and staff to ensure that they are both tasty and nutritious.

With more than 685,344 meals prepared each year, we receive many compliments; this is a testament to the commitment and dedication of our hospitality staff. They are passionate about ensuring our residents enjoy great meals.

Over the past year all of our residential homes have participated in a NSW Food Authority audit and all have NSW Food Authority Certification. This was an excellent result, validating that the systems in place that promote and support safe food handling, food storage and food preparation.

We are proactive in exploring opportunities to improve the dining experience and are working with aged care food experts to continually improve variety and quality.

# 685,344

meals prepared a year





# OUR RESEARCH PARTNERSHIPS

**We are proud to collaborate with respected academic partners whose research will lead to better understanding of the needs of our residents and clients – and ultimately to improvements in our care and services.**

## **Canberra University**

Faculty of Health  
Assistant Professor  
Nutrition and Dietetics  
Rachel Bacon

Malnutrition Screening  
Project

Using SGA tool residents  
screened for malnutrition

## **Regional Development Australia (RDA), Illawarra**

Katrina Skellern;  
Natalie Burroughs

Energy + Illawarra

## **\$2.3 Million Government Grant Success to Implement Energy Efficiency Project**

Improve energy efficiency  
of older householders  
whilst maintaining thermal  
comfort and make a  
positive difference in the  
knowledge, attitudes and  
behaviours relating to  
energy efficiently across  
the greater Illawarra.

## **University of NSW**

School of Aviation  
Robyn Coman  
(PhD candidate)

An investigation of  
environment related  
manual handling of people  
(MHP) risk controls that  
may influence resident  
functional mobility and  
staff exposure to MHP  
risk factors in aged care

## **University of Wollongong**

Dementia Training  
Study Centre  
Professor Richard Fleming;  
Dr Gillian Stillfried; Fallon  
Forbes Environmental  
Assessment Tool – High  
Care (EAT-HC)

Development of a tool to  
evaluate residential  
facilities for people in the  
later stages of dementia

## **University of Wollongong**

Dementia Training  
Study Centre  
Assoc. Prof. Victoria  
Traynor; Kerryn Johnson

Evaluating the impact of  
the environment on  
physical activity levels and  
healthcare outcomes for  
people with dementia  
living in residential aged  
care facilities.

Increasing PA levels for  
those with dementia a  
train the trainer approach.  
Development of a package  
to be used across  
Warrigal.

## **University of Wollongong**

Faculty of Business  
Prof. John Glynn, Assoc.  
Prof. Gary Noble and  
Mary Papakosmas (PhD  
candidate)

The process of change  
that occurs when  
organisations introduce  
practices to make their  
operations more  
sustainable.

## **University of Wollongong**

Faculty of Business  
Mari Dwarte  
Internship Coordinator

Commerce Business  
Internship Program

## **University of Wollongong**

Sustainable Buildings  
Research Centre (SBRC)  
and /Australian Centre for  
Cultural Environmental  
Research (AUSCCER  
Collaboration  
Prof Paul Cooper

Enhancing resilience of  
aged care systems to  
climate change: retrofitting  
buildings and sociocultural  
systems.

SBRC/AUSCCER along  
with Warrigal Care were  
successful in the  
attainment of \$10,000  
from the UOW Research  
Partnerships small grant  
program. Warrigal and  
UOW are contributing  
towards a matching  
PhD Scholarship for  
this project.

## **University of Wollongong**

School of Health Sciences  
Alex McClelland; Meredith  
Kennedy

Dietetics Food Service  
Placements  
Dietetics Food Service  
Inquiry Project

## **University of Wollongong**

School of Health & Society  
Bushra Khan  
Assoc. Lecturer

Annual Resident and  
Community Services  
Satisfaction Survey;  
Benchmarking and Quality  
Improvement Project

## **University of Wollongong**

School of Information  
Systems and Technology  
Dr Ping Yu; Malatsi Galani  
(PhD candidate)

Battling the challenge of  
continuous training of  
health care workers to use  
clinical IT systems through  
self-management of  
cognitive load

## **University of Wollongong**

School of Information  
Systems and Technology

Dr Ping Yu; Siyu Qian  
(PhD candidate)

Understanding the  
Medication Management  
Process in Residential  
Aged Care

## **University of Wollongong**

School of Nursing  
Maria MacKay; Ray Leung  
& Michele Boatswain

Supported Authentic  
Learning Experiences

## **University of Wollongong**

UOW/AusIndustry  
collaboration  
Leanne Taylor (Team  
Leader; Dr Eliza De Vet  
(Research Assistant –  
AUSCCER, UOW)

Understanding the  
assistive technology needs  
of people with mobility  
issues.

Alternative Title: Enabillise  
Project



# OUR VOLUNTEERS

Our organisation was founded on volunteers in the 1960s and they are just as vital today. They are an inspiring group of people who provide invaluable support to our staff and positively impact upon the lives of older people who choose our services.

Over the past year, our volunteers contributed a staggering 26,000 combined hours of service in a variety of roles including, driving our bus, organising fun activities, gardening, providing pastoral care and chaplaincy, fundraising and supporting older people in their every day lives.

Our 350 volunteers hold a special and valued place in our organisation and we are committed to giving back to them. Their contributions are coordinated by our Volunteer Services Officer – a dedicated, paid employee with responsibilities including recruitment, induction and training. As part of our commitment to our volunteers, we provide them with the same learning and development opportunities offered to our staff.

We were delighted to see a volunteer café open at Goulburn in March 2014. Four new volunteers have made the café a success, giving up their time to provide residents and their families with a place to go and have coffee and cake or some lunch. The smell of fresh coffee and the sounds of residents enjoying themselves provides a fantastic atmosphere.

# 350

volunteers contributed to

# 26,000

combined hours of service





We regularly feature profiles of our volunteers in our biannual publication Inspire and this year we implemented a several initiatives to help these special people who do so much to help us.

We updated both the Volunteer Handbook - where volunteers can find key information to help them settle in and understand their roles and responsibilities – and the Volunteer Management Resource Kit which contains information to assist staff at each service to stay up to date with requirements.

A Volunteer Engagement Survey was distributed to all our volunteers asking for feedback to help us with planning and continuous improvement.

**What makes a volunteer?**

Volunteers are ordinary people who do extraordinary things for people they may not even know. They don't do it because they have to. They don't do it because they're told to. They do it because they want to.

For some, volunteering is a great way of giving back, a way of to saying 'thank you' to their community that has helped them and provided for them over the years. Others volunteer because they see someone in need or because it's simply a rewarding way to spend their time doing something they enjoy and sharing that moment with others. After all, time is such a precious resource, more precious than money. And it is the time that volunteers give that makes such a difference to the lives of our residents and families.

Volunteers don't do what they do for the acknowledgement or for the kudos. Our volunteers have told us that they do it because it brings joy to the people that they help and it brings joy to them and that they do it simply because it needs doing and it brings purpose to their lives.

Our Staff and  
Volunteers 2015



**760**  
staff

**337**  
volunteers





# OUR POSITIVE PEOPLE STRATEGIES

We are proud of the way in which our employees embrace our values of integrity, respect, compassion and innovation and are committed to our vision of ensuring older people have great lives.

Our innovation strategies target and support this vision. The results of the Staff Engagement Surveys also show how our employees consistently say their interactions with customers are the most satisfying aspect of their work.

We remain focused on making improvements to our recruitment and retention and people management. And we have developed and put into action several initiatives aimed at bringing our philosophy to life while delivering on our strategic plan.

They include:

- Our Culture Transformation Program, now in its second year, using Pulse Australasia to better align the behaviors of executive managers, managers and support services with 3 key requirements of our strategic plan. We call this behaving The Warrigal Way;
- The continuing review and upgrade of our Human Resource Information System (HRIS), Payglobal and other

related software, to improve our information and service delivery;

- Looking at innovative ways of delivering training to encourage the maximum numbers of staff to attend each session and updating presentations, especially compliance, to ensure a high level of learning in this important area;
- Continuing to work with expert external consultants for the provision of **Workplace Health and Safety** and **Injury Management** services.

## Equity and Diversity

Our varied workforce reflects both the diversity of the local community and also our commitment to equal opportunities. Our vision is for all employees is to have access to and enjoy the same rights, responsibilities, resources and opportunities, regardless of whether they are male or female.

Workplace flexibility is clearly defined, communicated and accessible to all employees and we consider gender equality principles in all policy, procedure development and implementation. This year, following new guidelines and criteria being produced by the Gender Equality Agency, we submitted an application for a Gender Equality citation.





Our gender profile:\*

- Our workforce is 86% female and 14% male;
- Women are well represented in executive and management ranks;
- We have two female executive managers within the six-member executive team;
- 61% of our managers are female.

\* As at June 2015

People from Non English Speaking Background (NESB) and Aboriginal and Torres Strait Islanders (ATSI) are also well represented in our workforce at 17% and 1.3% respectively.

We are also committed to attracting and retaining mature age employees, with more than a quarter of our workforce currently over the age of 55.

We also promote equity and diversity through Workplace Bullying and Harassment training sessions which are an integral part of orientation, induction and the mandatory training calendar. A total of 27 sessions will be conducted in 2015.

### Conditions of Employment

Our employees fall under one of two Enterprise Agreements:

- Warrigal and Health Services Union NSW Branch Support Services Enterprise Agreement 2014

- Warrigal and NSW Nurses and Midwives' Association, Australian Nursing and Midwifery Federation NSW Branch And Health Services Union NSW Branch Enterprise Agreement 2014

Both agreements were negotiated with the relevant unions and individual employee representatives for the period to 30 June 2017.

We are proud to offer competitive pay and conditions above National Employment Standards and Modern Awards and staff benefit from our flexible working arrangements.

Our flexible workforce:

- 60% part time
- 20% casual
- 20% full time.

Flexible working is also reinforced by staff policies and procedures that support work/home balance and family responsibilities.

Our employees can also access voluntary salary packaging that provides a flexible salary option and fringe (non cash) benefits that can effectively reduce taxable income. Currently 40% of our staff take advantage of this benefit to pay for a range of items, such as mortgages and other loan repayments, cars, living expenses and superannuation. It's an effective and popular way to increase fortnightly take home pay!

# PUTTING OUR PEOPLE FIRST

We are only as good as our people and are committed to attracting and retaining the best staff and finding innovative ways of improving their work experience.

Our focus this year has been on a series of innovative projects that are people-centred.

An **Online learning pilot** project at Albion Park Rail was a great success, with three quarters of staff saying they preferred the e-learning experience. The pilot focused on mandatory training, such as infection control, manual handling, bullying and harassment and elder protection and met its target of ensuring all staff took part. Night staff, in particular, found it to be a productive and efficient learning option.

Following the success of the pilot, it will be recommended that e-learning is rolled out across the organization.

The **Productivity Pulse program**, designed to engage with employees and customers through the design of a new set of Signature Behaviours, commenced at Goulburn in July 2014. The success of this program has the potential to change mindsets and actions by engagement with the signature behaviours. Pulse Australasia will continue to guide our Support Services through the Culture Transformation Program and Management Pulse.





### Careers Expo's and Recruitment

We attended two local careers expos - one organised by Aged Care Illawarra Action Group (ACIWAG), which was specific to the aged care sector, and the other targeted school leavers promoting a range of occupations. We were inundated with enquiries from people interested in working with us at these events and have now developed a new system for retaining information about prospective staff. All expressions of interest we receive are now stored in a universal database and people are notified of employment opportunities for targeted recruitment.



### Learning and Development

Staff are provided with a robust and innovative learning and development program. The need for learning is identified by the annual training needs survey and is supported by a compliance program delivered across all sites, so that staff update their skills annually.

Our Learning and Development (L&D) Program provides access to on-going opportunities which build on our staff skills and lead to improved career prospects. These opportunities are offered via on-the-job, internal and external workshops and delivered by the L&D team, subject matter experts and external facilitators.

Staff attended almost 1,000 training sessions throughout the year.

As the result of the ES restructure in March 2015, two new positions were created - a Training and Development Systems Officer and a Policies and Projects Officer, allowing the L&D team to have greater mobility and provide an improved service to the sites. This improved service has allowed for a number of new initiatives to be implemented.

Some of the improvements seen are:

- greater accuracy in reporting;
- better use of resources;
- improved learning opportunities for all staff.

The **Compliance Program**, offers regular study days so staff can meet their mandatory obligations, while maintaining a good work/life balance.

In line with best practice, **Fire Training** sessions are now offered biannually to new staff. We have also introduced annual Fire Warden training to senior staff who would take leadership roles during a fire event to enhance their skill levels.

We also enjoy strong partnerships with the University of Wollongong and other learning centres, providing placement for many students each year. Our employees take pride and enjoy their mentoring role, sharing knowledge and real workplace experiences with the students, allowing them to gain valuable on-the-job learning.



### Work Health and Safety

Over the last 12 months Recovery Partners have continued to support us in managing our safety and injury management. The Work Health and Safety Management System was updated to ensure a robust system was in place in line with legislation and Australian Standards. A number of new procedures, policies and forms were developed to complement existing documents and meet the needs of our growing organisation.

A quarterly audit program was established and undertaken across all sites and departments to measure effectiveness of implementation of the safety management system. A new set of audit tools have just been deployed that will look deeper into safety processes.

A focus on Risk management continues:

- Risk management monthly reporting is provided to senior management.
- Fire and emergency specific risk assessments have been completed across all sites.
- Emergency management has been a major focus with staff education and training.
- An Emergency Planning Committee (EPC) was Established.
- Emergency Control Organisations (ECO) have been implemented at each Care Home. Specific training has been undertaken by all chief and area wardens with an ongoing skills retention training program occurring every six months.

Training to general workers was also increased to 2 sessions a year with a focus on practical elements such as resident removal techniques, fire extinguisher use and scenario situations.

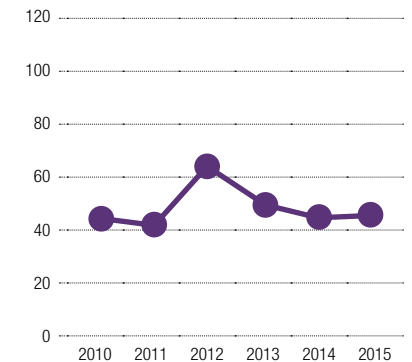
Risk assessments specific to fire and emergency preparedness were undertaken at all sites.

Consultation and communication arrangements continue across all sites with toolbox talks, memo's and safety alerts distributed on a regular basis. Safety notice boards are updated to comply with WHS legislative requirements.

Safe Work Method Statements continue to be developed and implemented throughout the organisation.

Incident investigations occur after all incidents with Recovery Partners undertaking more complex investigations as required.

### Lost Time Injury Rate 2010-2015



Warrigal's lost time injury frequency rate has been fairly steady during the past 12 months, increasing slightly to 45. We are continuing to work toward our target of a 10% reduction each year.

# OUR CODE OF CONDUCT

We are committed to our values of Integrity, Respect, Compassion and Innovation and:

**1**

Supporting the choices, rights and values of every person so they can be themselves.

**2**

Ensuring that the resources provided by governments, communities and customers are efficiently used and focused on developing sustainable services;

**3**

Actively contributing to a team environment where trust facilitates positive personal and professional relationships between staff, volunteers, customers and the community;

**4**

Ensuring the right to privacy and dignity for every person and their families through the proper and secure collection, use, handling, storage and disposal of all personal information;

**5**

Improving the quality and expertise of our services through personal development and active participation in Warrigal's education programs;

**6**

Ensuring the safety of everyone in the workplace by adhering to all safety policies and practices and promoting our safe place culture;

**7**

Always applying the intent and requirements of the law as well as all of Warrigal's policies and procedures;

**8**

Being trustworthy and transparent in all that we do and when exposed to potential conflicts of interest we ensure there is no personal gain whilst engaged or after engagement at Warrigal;

**9**

Ensuring our conduct is according to Warrigal's values and does not bring the organisation into disrepute;

**10**

Promoting a positive image of older people and their value in the community.

# OUR SUPPORTERS

## Our Volunteers

Aio Nakata-Young  
Alan Freedman  
Alan Hyman  
Alan Neate  
Alan Thayer  
Alan White  
Alec Kennedy  
Alison Smithers  
Allan O'Rourke  
Alma Harvison  
Andrew Miller  
Ann McCarter  
Ann Redhead  
Anna Bell  
Anna Faucett  
Anna Leshnik  
Anne O'Brien  
Anne Rutherford  
Anne Steep  
Anne Stephen  
Annette Hatcliffe  
April Pollard  
Arlene Bowers  
Ashley Fenwick  
Attila Balogh  
Audrey Peterson  
Barbara Creese  
Barbara Dunn  
Barbara Sweeney  
Barbara Young  
Barrie Dornan  
Barry Clark  
Basil Bourke  
Bernice Silby  
Beryl Hassett  
Beryl Thomas  
Betty Gorton

Betty Uren  
Beverley Hall  
Bill Motherway  
Blanca Orellana  
Bob Mahoney  
Brian Godfrey  
Brian Dunn  
Brian Neve  
Brian Wyndham  
Bruce Gorton  
Carmel Dunlop  
Carmen Bonnici  
Carmen McQuillan  
Carol Bailey  
Carol Gribble  
Carol Wilson  
Carole Heaven  
Carolyn Gill  
Catherine Hempstead  
Catherine Miller  
Cena Kotevska  
Chandrakala Ilango  
Charles Gal  
Cheryl Peters  
Chris Obrian  
Christene Ryan  
Christina Cameron  
Christine Briffa  
Christine Smith  
Christopher Miller  
Claire Bogaert  
Claire Thackery  
Connie Woods  
Coral Arnold  
Coral Owen  
Coraline Holding  
Corina Biste  
Corrie Rankin  
Craig Gillespie

Daphne Cordingley  
Daphne Watterson  
Daphne Woods  
Darren Ratcliffe  
David Bosanquet  
David Wilson  
Dawn Wilson  
Debbie Davidson  
Denise Lanham  
Denise MacNamara  
Dennis Curtis  
Carmen Bonnici  
Diane Workman  
Don Burgess  
Don McAlister  
Don McGill  
Doreen Chalcraft  
Dorelle Dunn  
Dorothy Quigg  
Edna Green  
Elaine Pauling  
Elizabeth Hartley  
Elizabeth Hodson  
Elizabeth Wann  
Eva Bennett  
Evan Smith  
Evelyn Lucas  
Fay Berwick  
Fay Norris  
Fay Robertson  
Filomena Alfriero  
Florence Lindwall  
Fran Grover  
Francis Mason  
Frank Jefferies  
Freda Bush  
Garry Miller  
Garry Bailey  
Gary Job

Gary Van Pelt  
George Nettlebeck  
Georgia Maryvale  
Gina Matthews  
Ginny Wright  
Glenn O'Donoghue  
Gordon Pooley  
Grace Hansen  
Graeme McClean  
Graham Thomas  
Grahame Hurrell  
Grahame Wunderlich  
Greg Banham  
Greg Pincham  
Gwen Miller  
Hannalore Polley  
Harrison O'Keefe  
Helen Ford  
Helen Hawksley  
Helen Jablonski  
Hubert Khaya  
Ian Browne  
Ian Walsh  
Ian Dunn  
Inga Keen  
Irene Black  
Irene Picker  
Jackie Bonham  
Jan Buikstra  
Jan McKechnie  
Janelle Squires  
Janette Monk  
Janine Powter  
Janny White  
Jason Peacock  
Jean Piggott  
Jeanette Shaw  
Jeanette Stennett  
Jennifer Scott

Jennifer Woerz  
Jenny James  
Jillian Archer  
Joan Tuck  
Joan Burke  
Jodie McNeill  
Joe Briffa  
John Angus  
John Jullien  
Jon Jenkins  
Judy Kelly  
Julian De Csauz  
Julie Nurse  
Julie Pfeiffer  
June Horvath  
Justin Robins  
Karen Styles  
Kate Yeadon  
Kath Gould  
Kathleen Moore  
Kathy Jacobs  
Kerry Hartley  
Kerry Love  
Kerry Stier  
Kevin Ashton  
Kim Woolacott  
Kiro Siljanvski  
Kristin Mercer  
Kui Lill  
Laraine Payne  
Laurel Hones  
Leanne Stone  
Leanne Yates  
Leon Hassett  
Leonard Townsend  
Leonie Karaboikis  
Lesley Paterson  
Lester Jusus  
Linda Grey

Linda O'Rourke  
Linda Pill  
Liz Moore  
Lorraine Korgitta  
Louise Williams  
Lucy Hamersley  
Lutz Mueller  
Lydae Pearson  
Lydia Mulder  
Lyn Brown  
Lyn Strachan  
Lyn Thomas  
Margaret Berckelman  
Margaret Cousins  
Margaret Hinton  
Margaret Job  
Margaret King  
Margaret McKay  
Margaret Whiteley  
Margaret Windolf  
Margery Power  
Marilyn Alders  
Marina Teasdale  
Marion Webber  
Marlena Hill  
Mary Bale  
Mary Cotton  
Mary Daly  
Mary Kozlik  
Mary Mifsud  
Mary Parsons  
Mary Slater  
Mary Smith  
Mary Thorn  
Matthew Vann  
Maureen Miller  
Maureen Moore  
Melanie Stampton  
Melissa Crane

Meredith Myers  
 Meredith Myers  
 Michael Hockey  
 Michelle Darwent  
 Moira Balogh  
 Molly Weir  
 Nandini Vyas  
 Narelle Lawler  
 Narelle Odonoghue  
 Neville Pulley  
 Noreen McCormack  
 Norma Davies  
 Norma Pooley  
 Pat Macleay  
 Pat Pepper  
 Patricia Prykiel  
 Patrick Horsfall  
 Paul Oliver  
 Paul Weightman  
 Paula Newcombe  
 Pauline Baxter  
 Peter Rubano  
 Philip Bonnici  
 Pixi Compagnin  
 Pixie King  
 Rachel Fernandes  
 Raquel Presdee  
 Reta Carlton  
 Rex Halpin  
 Rhonda Ferniss  
 Rhonda Lister  
 Rita Gamble  
 Rita Waite  
 Robert Carter  
 Robert Chapman  
 Robert Hannam  
 Robert Norris  
 Robert Leishman  
 Robert Macleay  
 Robyn Shoard  
 Ronald Read  
 Ronald Shoard  
 Rosa Stalling  
 Rose Sharp  
 Rosemarie Williams  
 Rosemary Thomas  
 Rossi Nassa  
 Russell Dine  
 Russell Pryer  
 Ruth Vial  
 Sabine Mueller

Sam Whiffen  
 Sandra Pearson  
 Sandra Redfern  
 Sarah Holland  
 Scott Matthews  
 Shane Mooney  
 Sharyn Girdler  
 Shaun Iacovelli  
 Sheila Clark  
 Sheray Presland  
 Shinae Ralph  
 Shirley Anderson  
 Shirley Read  
 Sophia Kuleas  
 Sophie Decker - Smith  
 Stephen Nedved  
 Stephen Nolan  
 Steven Walker  
 Stonja Mitrovska  
 Suellen Sandland  
 Susan Hudson  
 Tammy Miller  
 Terence Cobby  
 Therese Dine  
 Toni-Kaye Gilmore  
 Tracey Crane  
 Tracey Elkie  
 Val Langlois  
 Valerie Crozier  
 Valerie Nettlebeck  
 Valerie Williams  
 Vera Kotrevska  
 Verne Robinson  
 Veronica Greenfield  
 Wai Wong  
 Warren Girdler  
 Wayne Bushby  
 Wendy Crisp  
 Wendy Johnston  
 Wendy Mancell  
 Wendy Meikle  
 Wendy Oliver  
 Wendy Quigg  
 Wendy Swire  
 Wilf Gregg  
 William Searl  
 Yvonne Fitzsimmons

## Company Members

Mrs Marion Hardy  
 Mr Alan Cluff  
 Mr Norman Rowland OAM  
 Mrs Sandra Pearson  
 Mr Alan Hardy  
 Mr Ronald Pickford  
 Mr Brian Mackander OAM  
 Mrs Lorraine Cluff  
 Mr Brian Monk  
 Mrs Carol Gribble  
 Mr John Moolhuizen  
 Mr Wayne Mackander  
 Mr Philip Thompson OAM  
 Mr Roger Downs  
 Mrs Margaret Collins  
 Mr Wynand Janssen  
 Mrs Lorraine Korgitta  
 Mrs Janet Walsh  
 Mr Brian Walsh  
 Mr Brian McKenzie  
 Mr John Mullan  
 Dr Judy Mullan  
 Mrs Maria Del Turco  
 Mrs Helen Newman  
 Mrs Jillian Wilson  
 Mrs Betty Uren  
 Mrs Anne Steep  
 Mrs Janette Monk  
 Mrs Anne Doorn  
 Mrs Elaine Moolhuizen  
 Mrs Helen Hadlow  
 Mr Wayne Morris  
 Mr Brian Weir PSM  
 Ms Diane Smith  
 Mr Neil Bayo  
 Mrs Betty Gorton  
 Mr Peter Keyes  
 Ms Margaret Windolf  
 Mrs Lavena Scifleet  
 Mr Neil Preston OAM, GAICD  
 Mr Garry Miller  
 Mrs Ursula Stephens  
 Ms Lynette Eckersley  
 Mrs Elaine Hart

## Staff Service Awards

### 5 Years

Susan Andrade  
 Jessica Arts,  
 Katie Backhouse  
 Karen Bannister  
 Chelsea Boney  
 Leticia Cacayan  
 Leanne Carney  
 Cheryl Collis  
 Georgina Cook  
 Nerida Corby  
 Kathy Fitzgerald  
 Jahleel Gersana  
 Gregorio Cuadrillero Gersana  
 Zaldylito Gonzaga  
 Julie Gorak  
 Karla Goulthorp  
 Darlene Cheryl Griggs  
 Bethwyn Grono  
 Diane Louise Hennessy  
 Kay Hughes  
 David Issa  
 Dragica Ivanovski  
 Cheryl Jackson-Hope  
 Julie-Ann Kiely  
 Iris Kowalczyk  
 Janelle Lee  
 Kate Loader  
 David Alexander Macdonald  
 Karen McDonald  
 Belinda Morrison  
 Janette Newman  
 Deborah Osborne  
 Lesley Osman  
 Jessica Paton  
 Alexis Ann Rech  
 Shandell Elizabeth Renshaw  
 Kerry Shawyer  
 Maree Shepherd  
 Erica Smithers  
 Renae Stapley  
 Beverley Tuddenham  
 Friedrich Von Egloffstein  
 Myriam Wallis  
 Cheryl Wood

### 10 Years

Bonnie Lack  
 Cherie Ann Martin  
 David Rogers  
 Debbie Compton  
 Debra Mclean  
 Jennelle Rodgers  
 Joanne Martin  
 June Burton  
 Kathleen Woerz  
 Kathryn Scott-Halliday  
 Kelly Crowther  
 Lyn Dal Molin  
 Lynell Ratcliffe  
 May Pearson  
 Penelope Mcdonald  
 Sharon Casson  
 Steven Hall

### 15 Years

Donna Csomor  
 Kerri Dare  
 Patricia Evans  
 Helga Geppert  
 Deborah Hall  
 Sheelagh Marsh  
 Barbara Meredith  
 Kevin Mills  
 Madeline Monaghan

### 20 Years

Moira Heath  
 Wendy Joan Bird  
 Pauline Armour  
 Deborah Peacock

### 25 Years

Ana Wray  
 Alison Benson  
 Julie Wrigley  
 Stacey Strachan

### 30 Years

Marion Weihs-Lawton  
 Jacqueline Louise Craig





# OUR COMMUNICATIONS

Effective communication is an important part of our strategic plan and we continue to strive to improve the ways in which our people talk to each other and how we connect with the broader community.

We are using more sophisticated technology to help our staff and residents stay connected. This has led to the introduction and up-grading of equipment across our facilities this year.

These initiatives have included:



- Improved communication in residential care homes, with new WiFi phones provided to staff at Albion Park Rail, Bundanoon and Goulburn;



- New RN Hotlines at Albion Park Rail that allow staff, visitors and residents to pick up a phone and automatically be connected to the RN on duty;



- A pilot of eLearning at Albion Park Rail, with staff able to access online courses and watch training videos;



- Upgrade of nurse call systems at Albion Park Rail, Goulburn and Bundanoon to include reporting and WiFi phone integration. Reporting allows Residential Service Managers to query the number and duration of responses to calls.

We also signed a new three-year contract with our exiting IT Business Partner, Microsolve. The new contract involved a major upgrade including significant additional capacity to accommodate increased usage of our computer system. We now have more than 200 terminals installed across Administration and seven residential care homes.

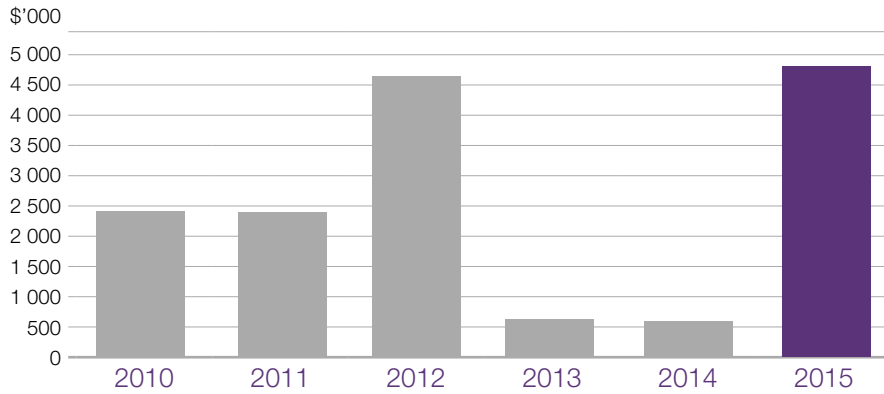
The use of iCareHealth Home Care Manager has been extended to all Warrigal Connect regions and is now being used to provide flexible scheduling of visits to all customers.



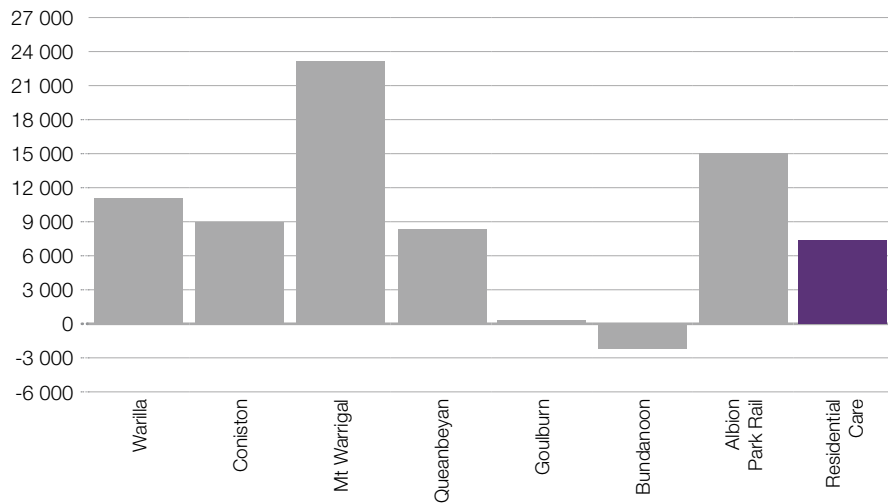


# OUR NUMBERS

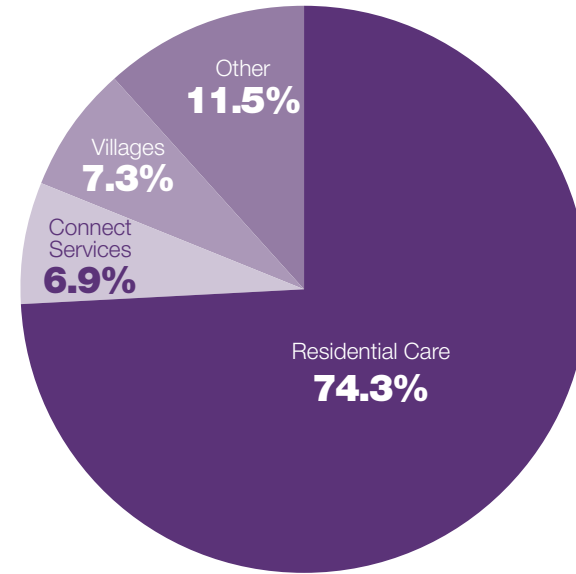
## Cash from operating activities



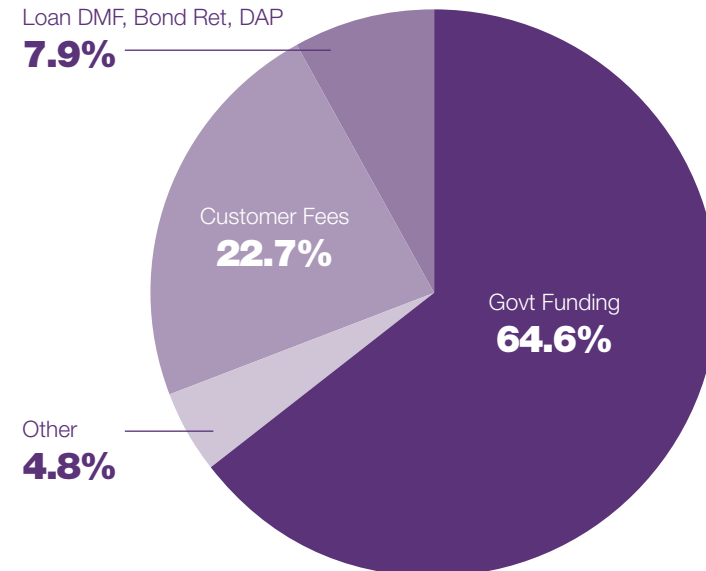
## 2014-2015 Earnings before interest, tax, depreciation and amortisation for high, merged and low care homes per bed



## Summary of expenditure by service type 2015



## Summary of income sources 2015





# OUR PLACES

## **Warrigal Shell Cove**

Construction began on the first two stages of the \$68 million Warrigal Shell Cove project, which will deliver a much-needed lift to the aged care community and the Illawarra economy.

The development – consisting of a 128-suite residential care home, integrated community spaces, six serviced apartments, 33 villas and 47 apartments – we also received a \$17million boost from the NSW Government via the Restart Illawarra Infrastructure Fund to partially fund the construction of the care home.

Construction tenders for the project were completed in April 2015 and gained Board approval in May 2015. Construction of stages 1 and 2 [care home, community centre and villas] commenced in August 2015 and are targeted for completion in early 2017. There has been significant community interest in the first release of the villa homes.

In July 2014, the Department of Social Services approved the transfer of 30 provisionally allocated bed licenses from Bundanoon to Shell Cove, taking the Shell Cove allocation to a total of 128 places.

The project will provide approximately 360 jobs during construction, injecting around \$43.3 million into the local community. Upon completion, a further 128 permanent direct care jobs will contribute to a further economic output of \$166.6 million.

## **Service Innovation and Development at Shell Cove**

Warrigal Shell Cove will be Warrigal's largest ever integrated development. The development will offer community living, residential aged care and Warrigal Connect services. At Shell Cove our residents and customers are at the core of everything we do and will set a new benchmark for how accommodation, lifestyle and care are offered now and into the future.

Our vision that older people will have great lives will be fulfilled as we embark on the journey of taking an entrepreneurial approach to the development of innovative services and build a culture of customer service excellence at our Shell Cove community.

To support this, changes have been made to our Executive team. Ian McClintock will become the Executive Leader Service Innovation Development and we will appoint a Executive Leader Service Integrated Communities who will have responsibility for all of our services and will provide seamless transition through care for all of our customers

## **Stepping up comfort and safety**

Significant bathroom refurbishments at the Coniston home were completed at Keira and Nebo House in December 2014 and March 2015 respectively.

Major refurbishment projects are planned for Warilla, Coniston and Mt Warrigal RCH, with strategic and financial decisions in relation to each





home completed to tender the projects for construction in late 2015. The investment in these works will likely attract Federal Government funding and extend the useful life of the homes significantly.

### **Wollongong Expansion**

A second Planning Proposal for Wollongong Service Expansion was lodged with Wollongong City Council in May 2014. The proposal continues to progress via Council through to the Department of Planning and Environment and is anticipated for Southern Joint Regional Planning Proposal review and Gateway determination in the second half of 2015. A successful determination will provide further options for the location. In July 2014, an unconditional DA consent for a 120 Residential Care Home and communal spaces was achieved. An alternative Wollongong location is also being assessed.

### **Successful Sale**

Completion of the sale of 29 View Street, Lake Illawarra occurred on 2 April 2015. The property was sold via Expression of Interest and purchased by Greenacres Disability Services which plans to renovate the building to create a leisure and lifestyle centre. The sale price was \$595,000.00 excluding GST.

### **Home Improvements**

Property Services staff responded to 16,037 requests for general maintenance, up from 13,410 last year.

All villages benefited from refurbishments of some of their villas, ranging from painting walls, to major refurbishments including new kitchens, bathrooms and laundries. A total 23 Projects were completed as part of the Property Improvement Plan and three significant projects from the 2014/15 have been transferred to the 2015/16

Plan for completion.

Completed projects included:

- installation of a master key system at Albion Park Rail, Bundanoon and Warilla Community Villages;
- the third and final stage of landscaping for Lake Illawarra Community Village;
- relocation of Club Connect to Albion Park Rail Residential Care Home
- creation of a Wellness Centre, installation of height safety system at Albion Park Rail, Coniston, Mt Warrigal and Warilla Residential Care Homes
- continuation of preventative external paint maintenance programs at seven villages.

An online, contractor management system, was implemented to enable automated monitoring of contractors and their compliance documentation with WH&S legislation, in late 2014. A customer survey was completed by all new residents entering a refurbished villa at Warrigal Community Village. The survey was very successful and achieved an 83 per cent return rate, with the majority of responses rating the quality of work completed, appliances and fixtures very good to high.

### **Property Compliance**

All of our care homes maintained their Commonwealth Certification until the Certification Instrument was repealed on 17 October 2014. Annual Fire Safety Statements and fire engineer inspections were completed and all fire safety systems maintained and certified throughout the year.

Fire Sprinkler Installations commenced at Coniston and Mt Warrigal homes in June 2015 and with completion in mid August 2015. Warilla commenced in August and will be complete in November 2015.



# OUR ENVIRONMENT

## Our Environment

We are committed to ensuring our impact on the environment is responsible.

Many older people are interested in sustainability and we make efforts to include their opinions as part of our strategic approach to minimising our environmental impact.

Our sustainability journey began in 2008 with a whole-of-business approach and is continuing with the Towards 2020 – Strategic Plan, which includes a goal to reduce GHG emissions by 6 per cent by 2020.

There are several reasons why we believe in striving for environmental sustainability including:

- Values alignment – our residents have a strong interest in being efficient with resources and preserving the environment for future generations;
- Financial responsibility – minimising energy use of buildings results in considerable long-term savings, which is immensely important for a not-for-profit organisation;
- Quality – we are continually working on improving our assets and improving the comfort of our residents;
- Future proofing – evidence suggests that utility prices will increase and there will be more

pronounced climate variation, so improving buildings will ensure their longevity, and minimise running costs;

- Sector leadership – our demonstrated commitment to sustainability showcases us as a responsible and community-minded organisation and distinguishes us from other providers.

## Emission Monitoring

Planet Footprint continues to monitor and report our energy use, greenhouse gas emissions and track progress towards our goal of reducing GHG emissions by 6 per cent by 2020. This enables us to identify key areas where energy efficiency projects will be most effective.

## Environmental Sustainability Officer

The position of Environmental Sustainability Officer was filled in January 2015, following an absence of this position. Responsibilities for this role in the 2015/2016 financial year include the development of an Environmental Sustainability Framework to ensure sustainability becomes core business, reviewing our utility use, gaining recognition and creating an Environmental Sustainability Design Standard for all our new developments.





### Sustainability Advantage

The Office of Environment and Heritage's Sustainability Advantage program has been a key partnership to provide ongoing support and guidelines for sustainability initiatives. We have achieved Silver Recognition in this scheme and are on track to achieve Gold by mid 2016.

### Warrigal won the Excellence in Sustainability 2014 Illawarra Business Awards



Warrigal staff and directors receiving the Sustainability Award at the Illawarra Business Chamber Business Awards , 2014

### Research

We have developed collaborative partnerships with the University of Wollongong's Sustainable Building Research Centre (SBRC) to research thermal comfort, the relationship between dementia and thermal design and to investigate effective ways to retrofit buildings for aged residents whilst minimising energy consumption.

Over a period of three years, a PhD student will conduct research at Warilla to answer the following questions:

1. Does Indoor Environmental Quality (IEQ) affect residents' behaviour in aged care facilities?
2. How do occupants of aged care facilities perceive the indoor environment?
3. How can optimal IEQ be achieved while minimizing the building energy consumption?
4. Does building refurbishment work contribute to agitation in aged care facilities?

The results of this research will be used to drive policy and design decisions and can be applied across all our sites.

### Energy Plus

We are a funding member of a consortium backed by the Department of Industry and Science to implement the \$2.3M Energy Plus program (project funded through the Low Income Energy Efficiency Program and formerly known as Energy Efficiency in the Third Age). The program aims to improve energy efficiency of older householders whilst maintaining thermal comfort and make a positive difference in the knowledge, attitudes and behaviours relating to energy efficiency across the community. Approximately 40 of our residents will be receiving customised energy efficiency improvements to their homes at no cost in late 2015, and all of our residents will be receiving information and access to training to improve their energy efficiency.



**Australian Government**  
**Department of Industry,  
Innovation and Science**

# ENGAGING AND SUPPORTING OUR COMMUNITIES

## Auxiliaries

Our 3 auxiliaries are located in Goulburn, Illawarra and Bundanoon. They are each incorporated as separate associations, but remain significant stakeholders in our organisation as volunteers, fundraisers and community advocates. We sincerely thank them for their impressive and loyal ongoing support.

## Warrigal Goulburn Auxiliary Report

Funds raised \$12,220.95

The Warrigal Goulburn Auxiliary fundraising ventures this year have included raffles, fete craft fair, car boot & stall sales, cake stalls and craft sale.

This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Goulburn residents and clients. Massage chair, cork boards for resident's rooms, PAT slide, shower chair, hairdresser trolley and dryer, bingo prizes and gifts for Father's Day, Mother's Day and Christmas are some of their contributions.

President- Wendy Crisp  
Secretary- Barbara Dunn  
Treasurer- Freda Bush  
Total Members- 18

## Warrigal Illawarra Auxiliary Report

Funds raised \$51,288.00

The membership has increased by one this year and now stands at 23. We have an average of 13 attending each monthly meeting.

Fundraising mainly comes from the opportunity shop. Bus trips are still well attended each month. Monthly morning activities have been varied and well attended with a Seniors Week concert, two fashion parades, musical mornings poetry readings and pretty things and a successful Christmas in July luncheon

This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Illawarra residents and clients. Some of the items purchased by the auxiliary were comfort chairs, air mattresses, electric beds, tables and wheelchair cycle.

This year, purchases have totaled \$20,956.

President – Francis Mason  
Secretary - Lorraine Korgitta  
Treasurer - Wendy Meikle  
Total Members – 25

## Warrigal Bundanoon Auxiliary Report

Funds raised; \$5,960.93

The Warrigal Bundanoon Auxiliary fundraising has continued to receive enormous support from local community members and organisations through their generous donations and attendance at fundraising events including Mother's Day, Father's Day and Christmas raffles, street stalls and Mahjong Days.

This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Bundanoon residents and clients. Items include CD & cassette players, aromatherapy burners, airchairs, area zone mattress, CD's, computer and printer, desk & chair and television sets.

President - Dorothy Quigg  
Vice President – Margaret Berckleman  
Secretary/treasurer – Ann McCarter  
Total Members - 7



# BOARD OF DIRECTORS

The directors present their report together with the financial report of Warrigal Care ("the Company") for the financial year ended 30 June 2015 and the auditor's report thereon.

## Directors

The directors of the Company at any time during or since the end of the financial year are:



Alan Hardy

**Chairperson**

**Independent Non-Executive Director**

Age 73 years

Member of the Care Governance Committee

Member of Planning Development and Sustainability Committee

Member of Project Control Group

Mr Hardy was appointed a director in 1984. He is a retired teacher and holds a Bachelor of Arts (Economics) Degree. Mr Hardy is a Justice of the Peace.



Brian Monk

**Vice Chairperson**

**Independent Non-Executive Director**

Age 71 years

Member of Planning Development and Sustainability Committee

Mr Monk was appointed a director in 1988. Mr Monk is now retired after working for 48 years and has run four successful small businesses in industrial and catering sectors. He has qualifications in Supervision and Management as well as three mechanical trades. Professional interests include transport, tourism, OHS&E and building construction.



Roger Downs

**Vice Chairperson**

**Independent Non-Executive Director**

Age 61 years

Member of Business Risk and Audit Committee

Mr Downs was appointed a director in 1997. He is a lawyer and Chairman of Partners at Kells Lawyers. Mr Downs holds degrees in Commerce and Law and a postgraduate diploma in Management, and is also a Law Society of NSW Accredited Specialist in Property Law and Business Law. He is Chair of Community Alliance Credit Union Ltd and a board member of the Illawarra Shoalhaven Local Health District.



(Peter) Wayne Morris

**Independent Non-Executive Director**

Age 58 years

Chairperson of Business Risk and Audit Committee

GAICD, ACIS, ACIM, MIPA, AIMM, AIFS and AMP (Harvard). Mr Morris was appointed a director in 2009. He is a retired CEO and currently acts as a voluntary business consultant to various community, charity and church organisations. He is also on the boards of Illawarra Performing Arts Centre Inc, Living Sound Broadcasters Ltd, Southern Illawarra Church of Christ, Wollongong City of Innovation Ltd (trading as Destination Wollongong), Wollongong Conservatorium of Music Ltd, Wollongong Symphony Orchestra Ltd and the Advisory Council to Illawarra Venues Authority.



Wynand Janssen

**Independent Non-Executive Director**

Age 64 years

Member of the Care Governance Committee

Mr Janssen was appointed a director in 2012. He has worked in commercial financial roles for over 40 years, the past 20 as Regional Finance Director for a multinational corporation. He was previously a Director, and Treasurer, of Warrigal Care from 1997 until 2009, resigning from that role to take up an overseas assignment. He holds degrees in Commerce and Education as well as an MBA. He is a member of CPA Australia and a Fellow of the Institute of Company Directors. He is a charter member of the Rotary Club of Illawarra Sunrise and has served in various capacities both within the club and at district levels.



## Director's continued:



Margaret Collins

**Independent Non-Executive Director**

Age 62 years

Member of Business Risk and Audit Committee

Mrs Collins was appointed a director in 1997. She has over 33 years experience in the financial services industry and has completed the Diploma of Financial Planning through Deakin University. Mrs Collins is presently a Financial Planner with Smart Financial. Past community involvement includes serving as Secretary of Warilla Chamber of Commerce, Treasurer of Skills with Advancement and Training, Branch Delegate for Shellharbour Junior Surf Life Saving Club and Shellharbour Netball Club.



Philip Thompson OAM

**Independent Non-Executive Director**

Age 65 years

Chairperson of Planning Development and Sustainability Committee

Member of Project Control Group

Mr Thompson was appointed a Director in 1999. He holds qualifications in Civil Engineering and is presently a Subdivision and Development Engineer for Shellharbour City Council. He has held voluntary positions with the Salvation Army Red Shield Appeal as their Shellharbour/Kiama area chairman from 2000 – 2007, was the Association of Apex Clubs NSW State President in 1989 and Illawarra District Governor in 1985 and 1986. He was an inaugural member of the Illawarra Life Education units, past Treasurer of the Illawarra branch of the Automotive and Mechanical Engineers, past Secretary of the Oak Flats Junior Hockey Club and is a Justice of the Peace.



Judy Mullan

**Independent Non-Executive Director**

Age 55 years

Age 55 years

Member of the Care Governance Committee

Dr Judy Mullan was appointed a director in 2000. She is a senior lecturer in the Graduate School of Medicine at the University of Wollongong and the Illawarra Health and Medical Research Institute (IHMRI) theme leader (scientific) for Ageing and Chronic Conditions. Judy holds a Bachelor degree in Pharmacy and the Arts, as well as a PhD in Public Health. She is a registered pharmacist and a fellow of the Society of Hospital Pharmacists of Australia. Her community involvements include voluntary work for aged care services, multicultural organisations, church organisations, and support for rural health and medical university students. Her professional and research focus aims to improve health literacy, medication management and the safety and quality use of medicines, especially among older people with chronic conditions.



Helen Newman

**Independent Non-Executive Director**

Age 56 years

Chairperson of the Care Governance Committee

Member of Planning Development and Sustainability Committee

Mrs Newman was appointed a director in 2004. She is a Registered Nurse currently working at Shellharbour Hospital in Nursing Administration. She has several certificates related to post graduation nursing studies and a Graduate Diploma in Nursing (Critical Care). She is a member of the Australian College for Infection Prevention and Control. She has helped St Vincent de Paul as a collector for the annual door knock appeal over the last several years.



Mr Mark Sewell

**Company Secretary**

Mr Mark Sewell, MBA, B.Soc Sci, AIMM, MAICD, was appointed to the position of Chief Executive Officer and Company Secretary in April 2008. He was the Deputy Chief Executive Officer of Warrigal Care from 2001 and previously held management positions with the NSW Government Departments of DADHC, DoCS and IAHS. He is a director on a number of non-profit boards and is a director and regional chairperson for the Aged and Community Services Association NSW/ACT.

# DIRECTORS' REPORT

## Directors' meetings

The number of directors' meetings (including meetings of committees of directors) and number of meetings attended by each of the directors of the Company during the financial year are:

Meetings								
Director	Board of Directors meeting and extraordinary meetings		Business Risk and Audit Committee meetings		Planning Development and Sustainability Committee meetings		Care Governance Committee meetings	
	Eligible to attend#	Attended	Eligible to attend#	Attended	Eligible to attend#	Attended	Eligible to attend#	Attended
A Hardy	11	11	4	4	4	3	6	3
B Monk	11	11	-	1*	4	4	-	-
R Downs	11	10	4	4	-	-	-	-
P Morris	11	10	4	3	-	-	-	-
M Collins	11	9	4	3	-	-	-	-
P Thompson	11	10	1	1^	4	2	-	-
J Mullan	11	8	-	-	-	-	6	5
W Janssen	11	9	-	-	-	1	1	1
H Newman	11	7	-	-	4	2	6	6

# Number of meetings eligible to attend in a formal capacity as a committee member

\* Includes meetings attended as an observer, not in the capacity as a committee member

^ Member for July meeting only

## Objectives

The long term objective of the Company is to support older people to create inspiring communities. The Company aims to deliver innovative and quality aged care through superior services, practices and management. The five (5) strategic directions underpinning this objective are: people will choose Warrigal because we provide the services they want as they get older; people will prefer Warrigal because our staff and volunteers have the values and skills to offer great

service; people will connect with Warrigal because we communicate in ways that inspire them; people will enjoy Warrigal because we support their independence in their home; and people will be confident in Warrigal because our services are robust and viable, now and into the future.

The Company's Towards 2020 - Strategic Plan outlines a total of twenty three (23) outcomes linked to the strategic directions.

The short term objective of the

Company is to remain in surplus and to deliver budgeted results. The focus is on revenue, achieving funding targets, budgeted occupancy and aligning with industry benchmarks.

## Principal activities

The principal activities of the Company during the financial year were the provision and operation of:

- Residential care – Warilla and Coniston (High Care prior to 1 July 2014), Mount Warrigal and

- Queanbeyan (Low Care prior to 1 July 2014), Goulburn, Bundanoon and Albion Park Rail;
- Community Villages – Warilla, Lake Illawarra, Albion Park, Figtree, Albion Park Rail, Queanbeyan, Bundanoon and Goulburn;
- Club Connect Centres – Illawarra and Goulburn;
- National Respite for Carers Programme (NRCP) - Goulburn;
- Home Care – Level 2 the Illawarra, Queanbeyan and Goulburn and Level 4 in Goulburn and Queanbeyan; and
- Home and Community Care (HACC) programs at Goulburn, Queanbeyan and the Illawarra.

There were no significant changes in the nature of the activities of the Company during the year.

The monthly performance report by management to the board outlines progress on how the Company's activities are aligned to the Company's strategic outcomes.

## Review and results of operations

	2015 \$'000	2014 \$'000
<b>Result</b>		
Net (deficit) / surplus	1,290	(555)

The 2015 result includes \$512,000 for Infrastructure NSW grant towards the construction of Warrigal Shell Cove and \$327,000 for sale of the former Club Connect centre in Lake

Illawarra and the 2014 result includes \$1,200,000 for the activation of 40 government bed licences at Goulburn.

Excluding the 2015 capital grant and profit on sale and the 2014 licence income, the Company's income increased from \$53.16 million to \$58.50 million in 2015 (an increase of \$5.34 million or 10%) due to increases in government funding and care recipient contributions.

Excluding reversal of impairment, expenditure increased from \$55.99 million to \$58.88 million in 2015 (an increase of \$2.89 million or 5%). This was mainly due to the increases in wages and care costs necessary to maintain our standards of care and for additional costs of expanded services.

Excluding the above one-off items in both financial years, the 2015 result would be a surplus of \$1,096,000 and the 2014 result would have been a deficit of \$1,755,000. The increase in underlying surplus reflects better performance in residential aged care due mainly to the incorporation of the Workforce Supplement into funding rates and higher occupancy. The main type of expenditure is personnel costs, which rose by 5% or \$1,972,000 in 2015. The main type of revenue is government funding, which rose by 11% or \$3,595,000 in 2015.

This statement is to be read in conjunction with the Chief Executive Officer's Report.

### Events subsequent to reporting date

From 1 July 2015 individualised budgets are mandatory for Home Care Packages and the transition of NRCP and HACC to the Commonwealth Home Support Program has commenced. In addition, registration and referral for people seeking aged care services has been centralised via the My Aged Care gateway, with full roll out of electronic client records by the end of 2015. These changes have resulted in the need to train staff, update contracts and upgrade computer systems in order to handle the new rules and charges. They also have the potential to impact occupancy rates and cash flow but the impact of this is too early to predict.

A contract was signed with Grindley Constructions for construction of the one hundred and twenty eight (128) bed residential care home, integrated community hub and six serviced apartments at Warrigal Shell Cove. The contract for construction of the thirty three (33) single storey villas is imminent, with deposits taken for all villas. Earthworks commenced in August 2015 and construction is estimated to be complete by early 2017.

The Department of Social Services agreed to the novation of \$0.7m funding for HACC services from Shellharbour City Council to the Company, effective 1 October 2015.

The financing partner for the next stages of the expansion plan has been selected. A Letter of Offer is expected to be signed by the end of 2015.

The Pre-Gateway Review of the Southern Joint Regional Planning Panel regarding the planning issues delaying the South Wollongong Precinct development has been held and recommendations made to Department of Planning and Infrastructure are being considered.

There has not arisen in the interval between the end of the financial year and the date of this report any other item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company, in subsequent financial years.

### Likely developments

Expressions of interest will be taken for twenty seven (27) of the forty seven (47) apartments at Warrigal Shell Cove during October 2015, with timing of the remaining twenty (20) apartments yet to be determined.

A revised development application for the expansion and redevelopment of services at Queanbeyan was approved in July 2013. Twenty (20) places were obtained in the 2009 ACAR (Aged Care Approval Round) and sixty (60) places were obtained in the 2010 ACAR then approved for ESS in the 2011 ACAR.

It is expected that existing operations will continue at Mount Warrigal in line with the lease with Shellharbour Council. The value of Warrigal Care Mount Warrigal will be written down over that period, resulting in accelerated depreciation expense up to 31 December 2020.

Property is being held in Oak Flats, Lake Illawarra and Albion Park for the purpose of providing additional aged care facilities and services in the

future. The development consent for a one hundred and twenty five (125) bed care home at Lake Illawarra was activated in June 2012, with timing of construction subject to the overall service expansion plan.

### Environmental regulation

The Company's operations are not subject to any significant environmental regulations under Commonwealth or State legislation. However, the Board believes that the Company has adequate systems in place for the management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the Company.

### Significant changes in the state of affairs

In the opinion of the directors there were no significant changes in the state of affairs of the Company that occurred during the year under review.

### Directors' interest and benefits

Since the end of the previous financial year, no director of the Company has received or become entitled to receive any benefit other than a benefit included in the aggregate amount of remuneration received or due and receivable by directors shown in the financial statements, by reason of a contract made by the Company, its controlled entities, or a related body corporate with a director or with a firm of which a director is a member, or with an entity in which a director has a substantial interest, other than as disclosed in Note 19 to the financial statements.

### Indemnification and insurance of officers

The Company paid a premium in respect of a contract insuring directors and officers of the Company against liability. The directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the directors' and officers' liability insurance contract, as such disclosure is prohibited under the terms of the contract.

A deed of indemnity has been entered into with RJ Downs, a director of the Company, to indemnify him from and against any liability incurred in his position as a director of the Company, including reasonable defence costs. This deed excludes indemnity to the extent that such indemnity would be prohibited by: Section 241 of the Corporations Act 2001; or any other statutory provision or the common law.

### Members' liability

The Company is limited by guarantee and has 44 members (2014: 46 members).

Pursuant to the Memorandum of Association of the Company, every member has undertaken in the event of a deficiency on winding up during the time that they are a member or within one year afterwards, to contribute an amount not exceeding \$50.

### Lead auditor's independence declaration

The lead auditor's independence declaration is set out on page 33 of the Annual Financial Statements and Reports and forms part of the directors' report for the financial year ended 30 June 2015.

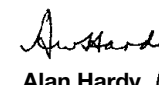
### Rounding off

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998 and in accordance with that Class Order, amounts in the financial report and directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

This report is made with a resolution of the directors:



**Roger Downs**  
Director



**Alan Hardy**  
Chairperson

Signed at Albion Park Rail, this 28th day of September 2015

# WHERE YOU'LL FIND US

## **Residential Care Homes**

### **Coniston / 60 places**

91 Bridge Street  
Coniston NSW 2500  
Manager: Yvonne Frankham  
Phone: 02 4229 4433  
Email: yfrankham@warrigal.com.au

### **Bundanoon / 90 places**

20 Hill Street  
Bundanoon NSW 2578  
Manager: Vernia Blundell  
Phone: 02 4884 6100  
Email: vblundell@warrigal.com.au

### **Goulburn / 160 places**

7 St Aubyn Road  
Goulburn NSW 2580  
Manager: Julia Hook  
Phone: 02 4823 0600  
Email: wfoytong@warrigal.com.au

### **Warilla / 100 places**

1 Arcadia Street  
Warilla NSW 2528  
Manager: Sue Brown  
Phone: 02 4297 0999  
Email: sbrown@warrigal.com.au

### **Albion Park Rail / 149 places**

2 Pine Street  
Albion Park Rail NSW 2527  
Manager: Joanne McGoldrick  
Phone: 02 4230 8150  
Email: jmcgoldrick@warrigal.com.au

### **Mount Warrigal / 40 places**

5 Rowland Avenue  
Mount Warrigal NSW 2528  
Manager: Kathleen Woerz  
Phone: 02 4297 0211  
Email: kwoerz@warrigal.com.au

### **Queanbeyan / 46 places**

Cnr Canberra Avenue & Campbell  
Street  
Queanbeyan NSW 2620  
Manager: Otto Mahlaba  
Phone: 02 6299 3876  
Email: omahlaba@warrigal.com.au

## **Warrigal Connect**

### **Illawarra**

2 Pine Street Albion Park Rail NSW  
2527  
Manager: Eddie Boyle  
Phone: 02 4230 8140  
Email: eboyle@warrigal.com.a

### **Goulburn**

7 St Aubyn Road Goulburn NSW  
2580  
Manager: Belinda McClelland  
Phone: 02 4823 0608  
Email: bmccllelland@warrigal.com.au

### **Queanbeyan**

Cnr Canberra Avenue & Campbell  
Street Queanbeyan NSW 2620  
Co-ordinator: Beatrice Vann  
Phone: 02 6297 3511  
Email: bvann@warrigal.com.au

### **Goulburn**

7 St Aubyn Road  
Goulburn NSW 2580  
Co-ordinator: Suzie Withers  
Phone: 02 4823 0605  
Email: swithers@warrigal.com.au

## **Warrigal Community Villages**

Co-ordinator: Lynell Ratcliffe  
2 Pine Street  
Albion Park Rail NSW 2527  
Phone: 02 4230 8106  
Email: lratcliffe@warrigal.com.au

### **Warilla / 40 villas and apartments**

1 Arcadia Street  
Warilla NSW 2528

### **Lake Illawarra / 30 villas**

1-7 Grove Circuit  
Lake Illawarra NSW 2528

### **Albion Park / 16 villas**

7-19 O'Gorman Street  
Albion Park NSW 2527

### **Figtree / 39 villas**

69 O'Briens Road  
Figtree NSW 2525

### **Albion Park Rail / 64 villas**

2 Pine Street  
Albion Park Rail NSW 2527

### **Queanbeyan / 57 villas and apartments**

18 George Street  
Queanbeyan NSW 2620

### **Bundanoon / 12 villas**

20 Hill Street  
Bundanoon NSW 2578

### **Goulburn / 36 villas**

7 St Aubyn Road  
Goulburn NSW 2580

## **Support Services**

### **Administration Centre**

2 Pine Street  
Albion Park Rail NSW 2527  
Phone: 1800 WARRIGAL  
Fax: 02 4257 4232

### **Illawarra Auxiliary Op Shop**

George Street  
Warilla NSW 2528  
Phone: 02 4296 3794  
Property Services Depot  
121 Industrial Road  
Oak Flats NSW 2527



## Contact details

Warrigal Registered Office  
ABN 34 002 392 636

2 Pine Street  
Albion Park Rail NSW 2527

**Toll free** 1800 WARRIGAL (1800 626 670)

**Phone** 02 4257 4257

**Fax** 02 4257 4232

**Email** [warrigal@warrigal.com.au](mailto:warrigal@warrigal.com.au)

For more information about this annual report contact Community Relations on (02) 4257 4257

Additional copies of this and previous annual reports may be downloaded from our website.



Friend us on Facebook

[www.facebook.com/warrigalcommunities](https://www.facebook.com/warrigalcommunities)



Follow us on Twitter

[www.twitter.com/warrigalceo](https://www.twitter.com/warrigalceo)



Watch us on YouTube

[www.youtube.com/warrigalcommunities](https://www.youtube.com/warrigalcommunities)



Visit our website

[www.warrigal.com.au](http://www.warrigal.com.au)

### Disclaimer

We believe the information contained in this publication is accurate at the time of production (October 2015). However the information is subject to change without notice.