

Annual Report 2019

Warrigal

Inspiring communities
for older people

A close-up photograph of two elderly women with short, wavy white hair. The woman on the left is wearing glasses and a dark blue top, smiling warmly. The woman on the right is wearing a light-colored turtleneck sweater and a watch, also smiling. They are holding hands, with the woman on the right's hand resting on the woman on the left's hand. The background is softly blurred, suggesting an indoor setting with natural light.

Here for Good

Here for Good

Did you know that Warrigal is not owned by a rich family trust? It's not owned by a company, or by shareholders. In fact, Warrigal today, as it always has been is a charity, owned by the community, and governed by volunteers.

Why are we called Warrigal? Because 51 years ago when volunteers from local Lions and Rotary clubs came together to open the first aged care home between Wollongong and Victoria, they used an abandoned farm house on... Mount Warrigal!

Not many organisations are like this now. Many have become part of large, combined church-based entities run from other states, or from Canberra, or they've been subsumed by the corporate world to chase big growth and successful commercial returns. At Warrigal we're staying true to our original purpose, we really are here for good, and it's **The Warrigal Way**.

Warrigal has a group of 40 volunteers who own the organisation on behalf of the community. These volunteers meet twice a year and elect the Board. The Board of Directors comprises 9 highly qualified, very dedicated volunteers who closely examine our finances, staffing, property plans and clinical governance outcomes. The Care Governance Committee is important as they examine, amongst other things, the customer feedback and clinical indicators.



None of the Board members are paid, not even allowances, they work purely for the satisfaction of leading one of the best charities for older people in Australia.

This community management approach also extends to our CEO and Executive Team. They are salaried staff like all other employees at Warrigal. No executive perks or bonuses, no special deals, no overtime or allowances. We truly are a community owned, governed and managed enterprise. No profits are dispersed, everything we make goes back into our own aged care and retirement living premises and initiatives for older people. This approach helped us to be selected by the Aged and Community Services Australia (ACSA) to win the Australian Aged Care Provider of the Year 2018.

Warrigal was started by community volunteers for the good of older people and it still remains true to its beginnings 50 years later. I hope that feels good for you. It's **The Warrigal Way**.

Thank you for being a part of it and enabling us to be here for good.

A handwritten signature in black ink that reads "Wyn Janssen". The signature is written in a cursive style.

Wyn Janssen
Chairman



Contents

Here For Good	2	A Good Community	26
Leading For Good	4	Good Progress	30
Good Leadership	6	Good People	32
A Good Quality Framework	7	In Good Health	34
Our Strategic Plan	8	In The Good Books	36
Strategic Direction 1	10	Good Support: Our Volunteer Team	38
Strategic Direction 2	12	It's Good To Be Recognised	39
Strategic Direction 3	15	In Good Hands	40
Strategic Direction 4	18	Good Food	43
Strategic Direction 5	20	Good Research	44
Good Business Outcomes	22	Good Behaviour	45
Financial Snapshot	23	Our Locations	46
Another Good Year	24		

Leading for Good

Well what a year it has been!

The last 12 months have certainly been challenging for the Aged Care sector, not least with the Royal Commission reporting systemic issues and, quite rightly stirring up a lot of public concern. The Commission is providing an important opportunity for many different stakeholders to seek a thorough examination of all the issues and Warrigal, along with ACSA our industry association, is very keen to see the Commission do a thorough job.

The Aged Care system is under a lot of stress with many providers struggling to meet the expectations of; their customers and their families, their employees, and the Quality and Safety Commission requirements with the resources they have from the Aged Care Funding Instrument and customer fees. At Warrigal we are calling for reform before the system crashes and more and more providers decide they cannot continue.

In addition to the Royal Commission, we have also faced a number of internal challenges, including a significant financial deficit after responding with substantial support when an audit at our care home in Warilla found some non-compliant outcomes. Testament to the trust placed in us by the

Department of Health to manage our services, we were able to appoint an internal Administrator and Clinical Advisor and all issues were resolved within the agreed timeframe.

We also filled the new Shell Cove home a little slower than anticipated to ensure every new resident got the experience they deserved, and we also acquired a new large aged care home at Mount Terry from Christadelphian Aged Care when the home was found by the Aged Care Quality and Safety Commission to have major non-compliance outcomes. Whilst being the best decisions to uphold the quality of care and support for our customers, these decisions have cost a lot to implement this year.

However, far from being despondent, at Warrigal we are motivated by these challenges.

We have added a People and Culture team to our Central Support Services to better support our 1500 valuable employees and volunteers. We also added two employees to support our Executive Team focus on business performance outcomes to better address our financial issues, and a Technology Strategy Roadmap to invest in new methods and processes that we are hopeful will enable a more efficient way of doing business and providing care.

Everything we do and everything we plan to do will be done ***The Warrigal Way.***

Older people across our communities are getting older. They need to know there are strong local providers with great services that they can afford. Warrigal is here for good, and committed to being trusted by older people across the Illawarra and Southern Highlands who are looking for; retirement living, home care, social clubs, residential care, dementia care and palliative care.

This year we are continuing to expand our services with a beautiful new aged care home to be opened in Queanbeyan. We are also planning an extension to the Shell Cove village that will commence in 2020. Home care service opportunities are being expanded plus plans for new villages and extended aged care services.

Our community volunteers and our volunteer Directors, along with our Executive and Management team work hard on our mission to support older people to create inspiring communities. We believe in integrity not special benefits or bonuses. We believe in fresh food and wellness services at every location and we believe in an integrated service system making it easier for our customers to navigate. This is the ***The Warrigal Way***.



Thank you to everybody who believes in Warrigal and who chooses us. In particular our employees are the real heroes of Warrigal as they ensure our customers get to make choices and be involved in the things they want to do. The new aged care standards focus on putting customers first to engage them in everything we do, but our wonderful employees always have! Thank you wonderful Warrigal workers, you really are the secret ingredient in ***The Warrigal Way***.

A handwritten signature in black ink that reads "Mark Sewell". The signature is written in a cursive, flowing style.

Mark Sewell
CEO

Good Leadership



MARK SEWELL
CHIEF EXECUTIVE
OFFICER

- Company Secretary



CRAIG SMITH
EXECUTIVE
LEADER – SERVICE
INTEGRATED
COMMUNITIES

- Residential Care Homes
- Village Services
- Home Services
- Club Socials
- Operational Quality and Compliance Team
- Wellness and Lifestyle



PETER HUTCHINSON
EXECUTIVE LEADER
– PROPERTY
SERVICES

- Asset Maintenance
- Contracts Management
- Property Development
- Sustainability



PENIE BATMAN
EXECUTIVE LEADER
– PEOPLE AND
CULTURE

- Culture
- Employee Relations
- Organisational Development
- Talent Management and Recruitment



ALISSA WALSH
EXECUTIVE LEADER
– STRATEGIC
INNOVATION AND
DEVELOPMENT

- Strategic Partnerships
- Technology Solutions
- Strategic Procurement
- Business Development
- Commissioning



BEN MARSH
EXECUTIVE LEADER
– FINANCE AND
ADMINISTRATION

- Finance
- Community Relations (Marketing)
- Customer Relations (Sales)
- Payroll
- Research

A Good Quality Framework



Our Strategic Plan

OUR VISION:

OLDER PEOPLE WILL HAVE GREAT LIVES

OUR PURPOSE:

WE SUPPORT OLDER PEOPLE TO CREATE INSPIRING COMMUNITIES



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



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

Outcomes

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

Outcomes

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

Outcomes

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

Outcomes

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

Outcomes

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



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

OUTCOMES

People will choose Warrigal because:

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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

GOOD PROGRESS

At Warrigal, our customers are at the heart of everything we do. We really are here for good and committed to providing a wide variety of flexible services, support and care.

The last 12 months have seen us continue to assess and provide for the expanding needs of our customers such as the increasing demand for dementia care. We've introduced more effective communication methods including 'Basic Sign Language' training which includes handshapes, expressive techniques, fingerspelling and learning some useful words and phrases.

With over 1,200 customers in our Residential Care Homes, almost 500

more in the Community Villages, 2,467 Home Services customers and a rapidly increasing number of My Club Connect members the responsibility to ensure our services exceed minimum quality standards at all times continues to grow.

This year has been a challenging one with regards to meeting these minimum standards with some expected outcomes not met during visits by the Aged Care Quality and Safety Commission in particular at our Warilla home.

Our response to this was to invest a large number of resources into ensuring these issues were rectified in the shortest possible timeframe and to appoint an internal Administrator and Clinical Advisor.

We are continuing to ensure that our services are integrated and easy



to use for customers and in line with this are focusing a lot of time and energy on new digital assets and integrated service provision through the Technology Strategy Roadmap.

In 2019 we also added an Executive Leader of People and Culture to the Executive Team. The Marketing, Sales and Research teams also joined together in the newly formed Customer Experience Team to provide a stronger focus on research and a more collaborative approach to providing great customer experience.

Innovation continues and the new state-of-the-art home in Queanbeyan when opened will give customers a new and contemporary approach to aged care living.





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

OUTCOMES

People will choose 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

GOOD PROGRESS

At Warrigal, we recognise that it is our people who make us what we are. We focus heavily on development of our employees and volunteers not only by ensuring they have best-practice skills and training but also being committed to their health and well-being.

In the last year we have progressed a number of initiatives to support and develop staff members with a focus on our intentional culture program which is at the centre of everything we do. It is also designed to not only meet the outcomes of the strategic direction: 'staff and volunteers', but also to increase awareness and understanding of our three signature behaviours.

The Organisational Development team have developed a Cadetship program to financially assist eligible staff to complete a Bachelor of Nursing through the University of Wollongong. The first 5 staff members accepted into the program will be known by the end of 2019.

In addition to the Cadetship program, we have also employed 11 permanent part-time trainees following their participation in a 9 week pathway program 'Get Set to Go' with TAFE which includes; competency, specialised training, practical placement and mentoring.

Testament to our training and mentoring programs, Carol Goodger, a former participant of the Get Set to



Go program won the ACSA National Trainee of the Year.

We also continue to work with the Illawarra Workforce Action Group (IWAG), The Community Industry Group, Warrigal Employment and Southern Youth and Family Services on targeted Indigenous traineeship and employment opportunities.

To ensure we meet the changing needs of the sector, we have implemented the Warrigal approach to volunteering. This is a 2 year plan focused on providing a professional and engaging experience for volunteers and covering areas such as; recruitment, training, motivation and innovation.

The opening of new sites always gives a great opportunity for continuing

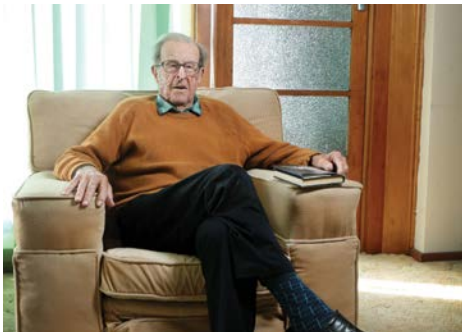




to develop our training and mentoring programs and the acquisition of a new site at Mount Terry was no different. New staff were introduced to Warrigal's People and Culture processes through information sessions and a comprehensive training program.

At Warrigal, we're committed to the health (both mental and physical), safety and wellbeing of our team. This year 530 staff were given flu shots in association with Vitality Works, an increase of 85 from last year.

In association with Get Healthy at Work Mental Health, we also participated in hosting 'RUOK Day' in September 2018. Due to its' success, we again participated in September 2019 and this time also distributed mental health packs to all staff.



THE INSPIRATIONAL NORM ROWLAND

This incredible man helped to start Warrigal 52 years ago in his late 40's and Norm is still a volunteer Warrigal Company Member at 99 years old!



MUSIC MAESTRO PEGGY

Meet Peggy from our Warrigal Shell Cove home. Most days after lunch you'll find Peggy playing Australian classics on the piano. Some days she's solo, but more often than not she'll have the other customers, volunteers and visitors all singing along.



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

OUTCOMES

People will choose 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



GOOD PROGRESS

This year Warrigal has made substantial progress in the area of communication, particularly with regards to the implementation of a digital strategy.

It is a common misconception that older people are not online. They are online and are growing in numbers, and Warrigal is preparing for its online future with; new websites, expanded social media activity, and a digital advertising strategy in partnership with an external agency.

These new websites include a newly launched site for our Queanbeyan Residential Care Home with the ability to book tours, and a fully searchable My Club Connect site. An entirely new main Warrigal website is being built in the 19/20 financial year to deliver a smooth and engaging customer experience.

A key focus of Warrigal's strategic communications direction is to make information simple, helpful and delivered

in a way that develops trust. Therefore, for those customers who prefer printed material over digital, we have completely updated all Residential Care and Community Village brochures which include all new photos that showcase professionally styled villas and aged care rooms.

An initiative introduced in the last 12 months we are particularly proud of is 'My Club Connect'. Piloted in 2018, My Club Connect provides access to social clubs, activities, Warrigal volunteering opportunities and local business discounts for like-minded people aged over 55.

Designed to enhance the lives of older people, address the growing issue of social isolation, and give the wider community a taste of **The Warrigal Way**, My Club Connect now has over 1800 members, 120 associated clubs and 50 local businesses offering discounts.

To fulfil our goals to affect the wider



community in a purposeful way, not only does the My Club Connect website offer great information for members but will also include resources for affiliated clubs to improve their governance and marketing - including competitive seed funding grants.

The last year has seen a hugely successful Australia Day Warrigal 'Walk, Run, Roll' with a 25% participant increase from the previous year.

Over 2000 people attended expos in Canberra and Shellharbour, where we showcased our villages, and we also held specific My Club Connect events such as speaker Eva Bennett talking about the '4 Ingredients for a Great Retirement'.

Inspired by an employee's mum who could not find anywhere to sit, we've introduced the 'Warrigal Lounge' at key local events such as Wings Over Illawarra, and have sponsored both the Illawarra Business Awards and International Women's Day.

Despite a challenging year media-wise with the ongoing Royal Commission hearings affecting the Aged Care sector, and an incident at our Warilla home, this has given us the opportunity to re-examine our responses in such times. Executives are now media trained, we have consulted with customers about how *they* want to be communicated to if such issues arise, and put together a new strategy around crisis management.

There are also a number of very positive news stories that have been shared and published about the lives of our customers and residents such as 93 year old co-pilot Arthur Badger.

ARTHUR BADGER - STILL FLYING HIGH AT 93



Arthur Badger at 93 years old is still not ready to give up flying. Our Mt Warrigal resident reflects fondly on his many hours clocked as a pilot on the DH 82 Tiger Moth. Still taking to the skies whenever he can (but now sitting as a co-pilot) Arthur says cheekily 'I've always wanted to fly, it's the closest to heaven I'll ever get'.

YAY OR NEIGH TO PONIES?



We love to surprise our residents and they were certainly surprised at Warrigal Mount Terry when 'Poncho the pony' came to visit (he even went up in the lift!)



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

OUTCOMES

People will choose 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
19. The impact we have on the environment is responsible

GOOD PROGRESS

One of our key strategic pillars is Places. That is ensuring people enjoy Warrigal because of the support they receive to retain their independence in their home.

Progress this year on the outlined outcomes for 'Places' includes; consultation with customers on what they would like in their homes, working towards an agreement with the Sustainable Building Research Centre to use Shell Cove as a Living Lab, and revision to our 10 year plan to guide our Service Expansion Program.

This last 12 months has seen the purchase of additional land at Shell Cove and a Development Application

lodged for a further 24 apartments following the completion of 47 apartments. We have progressed construction of the new Warrigal Queanbeyan home. At Bundanoon we gained consent to sell off surplus land and will soon commence an update of the site masterplan to guide future services at this location.

We continue to work with customers to determine property improvements that will enhance their wellbeing, comfort and safety.

We are constantly assessing and trialling new environmental initiatives such as implementing recommendations from the Clean Energy Strategy around newer technology LED lights and have



completed a retrofit of these in 3 Residential Care Homes.

A key desire for us is to ensure that every service has community connection, not only through on-site cafes and activity rooms but also by providing transport to local services and amenities. We are constantly looking at ways to improve these connections and ensure our customers are given every opportunity to socialise and remain actively connected with the community.

The Property Services team have also been working closely with the Customer Experience team as the Queanbeyan Care Home nears completion with the roll-out of a comprehensive information plan. This includes the appointment of a

specialist consultant, advertising, regular newsletter updates and a series of tours, the first of which was a 'Hard Hat' tour completed in February 2019 for research and other partners.

In March 2019, Warrigal Shell Cove reached full occupancy 17 months after opening. Despite us filling this more slowly than originally anticipated, it was to ensure each new customer received the experience they deserve. This proves the strong customer demand for the new generation approach to aged care living which will be continued with the extension of the village with 24 apartments.



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

OUTCOMES

People will choose 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

GOOD PROGRESS

The last 12 months has seen some good progress against the strategic direction outcomes for business, including the development of a 3-year Technology Strategy Roadmap to upgrade core IT capability.

This encompasses hardware and software capabilities including; collaborations and productivity tools, data and reporting, communications and customer experience and Wifi infrastructure.

The Technology Strategy and Roadmap is also designed to be adaptable and flexible to changing sector needs with the support of

continuous improvement in home care, rostering, compliance document management and upgraded disaster recovery solutions.

We have developed partnerships with a team of specialists in order to implement the Technology Strategy Roadmap rollout and initiated preferred supplier arrangements in order to improve capacity and consistency across our services.

This year has also seen a focus on key financial benchmarks and developing strategies with cross-functional teams to improve results - such as reducing agency costs.

Financial stability is a key concern



and ensuring that every service adds value to the organisation. As such we have undertaken; a financial evaluation of the Service Delivery Model trial at Shell Cove, a periodic market evaluation of pricing for Residential Accommodation Deposits (RADs) and Community Village contributions, and ongoing review of fees and charges for all services across residential, villages and home services.



Good Business Outcomes



OPERATIONAL SERVICES AT EACH LOCATION FOR 2018-2019

Location	Operational				
	1	2	1 + 2	3	4
Queanbeyan*	46	0	46	80	52
Goulburn	135	25	160	0	36
Bundanoon	65	25	90	0	12
Shellharbour	439	129	568	0	236
Wollongong	46	14	60	80	39
Totals	731	193	924	160	375

1. Residential Care Homes (Mainstream) 2. Residential Care Homes (Dementia Care) 3. Provisional Allocations 4. Community Villages. *Queanbeyan services temporarily non-operational due to redevelopment. Figures represent the number of bed licenses

OCCUPANCY



91%

Residential Care



87%

Warrigal Community Villages

HOME SERVICES

In the last year, Warrigal Home Services total customers increased slightly by 3%, with **2467** customers.

ILLAWARRA

Total Customers – **1642**

208 Warrigal Social (CHSP Group)

191 Warrigal Home Services (Home Care Packages)

484 Warrigal Home Services (Private and Brokered Service)

683 Warrigal Home Services (CHSP Individual)

76 Warrigal Home Services (Veterans Home Care)

SOUTHERN HIGHLANDS

Total Customers – **825**

55 Warrigal Social (CHSP Group)

181 Warrigal Home Services (Home Care Packages)

318 Warrigal Home Services (Private and Brokered Service)

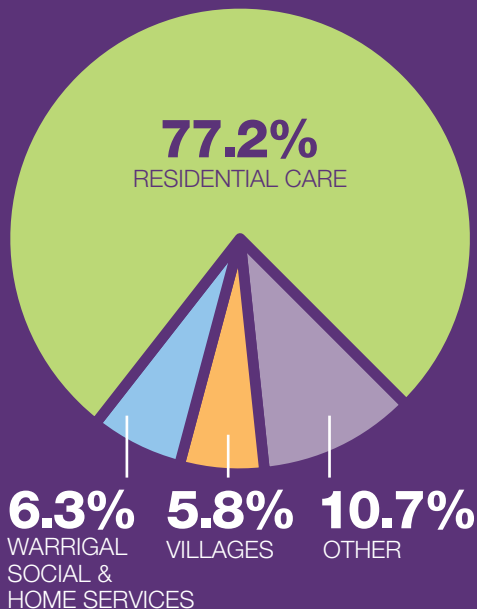
185 Warrigal Home Services (CHSP Individual)

86 Warrigal Home Services (Veterans Home Care)

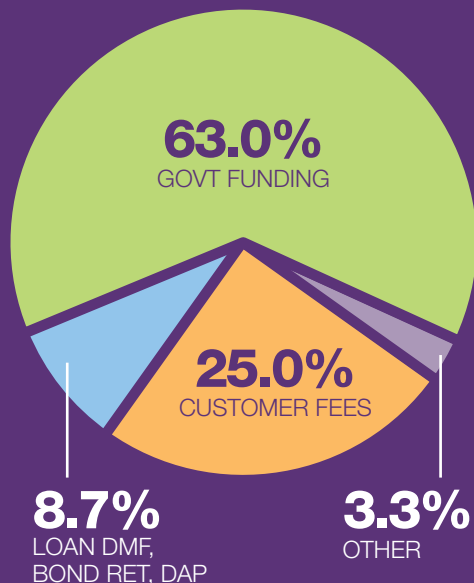
Our Financial Snapshot



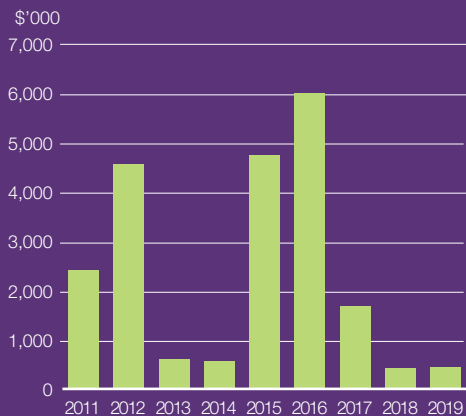
SUMMARY OF EXPENDITURE BY SERVICE TYPE 2019



SUMMARY OF INCOME SOURCES 2019



CASH FROM OPERATING ACTIVITIES



2018-19 EBITDA (EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION) FOR RESIDENTIAL CARE HOMES PER BED



Another Good Year

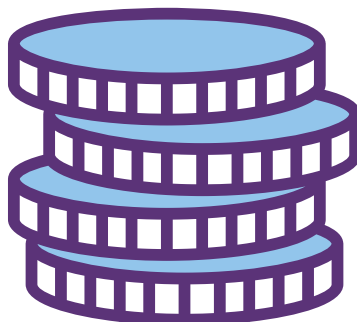
In this fiscal year, we ...

Continued with major construction of the new **\$32M Queanbeyan home**, with 124 single suites and 8 serviced apartments. It will be set to open in late 2019.



Supported **4,144** older people across all our services including **1,200** in residential care, **477** in our community villages, **263** in Warrigal Social (formerly Club Connect) and **2,204** using our other Warrigal Home Services (formerly Connect)

Despite the solid growth in revenues and assets in 2019, we experienced an operational loss of \$7.4m. This was primarily driven by commissioning costs at new and acquired services, additional compliance costs associated with the Royal Commission and prior year adjustments to workers compensation costs





Celebrated winning **NATIONAL TRAINEE OF THE YEAR**



Grew our revenue by **16%** to **\$86.9M** and our total assets grew by **21%** to **\$287.8M**



Continued to celebrate winning the **NATIONAL PROVIDER OF THE YEAR**

2018 CHAIRMAN'S AWARDS RECIPIENTS



Illawarra Employee: Sel Sandland

Illawarra Volunteer: Kannika Sullivan

Southern Highlands Employee:

Karen Wilson

Southern Highlands Volunteer:

Ann McCarter

2019 CHAIRMAN'S AWARDS RECIPIENTS



Illawarra Employee: Emma Brown

Illawarra Volunteer: (Joint Winners)

Yvonne Wheatley (Shell Cove) and

William Villi (Mount Terry)

Southern Highlands Employee:

Leonie Hurry

Southern Highlands Volunteer:

Elizabeth Moore

A Good Community



The overriding purpose of Warrigal is to support older people to create inspiring communities. We are extremely proud to provide residential care to over 1200 people across the Illawarra and Southern Highland regions, with almost 500 more living in one of our 9 Community Villages.

THE IMPORTANCE OF PLACEMAKING

We understand that moving into a new home, or transitioning into the next stage of care may be a daunting time. For that reason we place a lot of emphasis on 'placemaking' that is, ensuring we go the extra mile to create a sense of belonging and familiarity for our customers.

This includes; encouraging the furnishing of suites with items from the family home, the use of memory boxes or panels to house important photos, awards or trinkets, and using murals of the local area in our Residential Care Homes.

VILLAGE LIFE

Using the Asset Based Community Development (ABCD) approach, village life is designed by customers, for customers. A key focus of this increasingly popular form of living is to enable older people to retain independence for as long as possible, with extra care and support available

as and when needed. As such, the village meetings, activities and programs are at times run and chosen by residents and customers.

You will find a variety of classes and activities on offer from Mahjong to cooking classes, computer training to falls prevention information. Customers and residents also regularly get involved in fundraising and championing causes they are passionate about such as supporting our farmers.

At Warrigal we also encourage the Community Villages to connect with one another and the Warrigal buses are constantly in use. Our combined villages meetings are always popular too, for example this year we hosted Kathryn Greiner, NSW Retirement Villages Ambassador at one of these meetings. Her presentation highlighted the recommendations she has made to increase protection for customers and residents in Retirement Villages and the additional changes that are still to be implemented.

GOOD HEALTH AND WELLNESS

At Warrigal we encourage an active life for all our customers and offer a wide variety of health, wellness, well-being services and programs.

We have a full Wellness and Lifestyle team of physiotherapists, and therapy assistants helping with pain reduction and promoting maintenance of



WARRIGAL PROVIDED
RESIDENTIAL CARE TO OVER

1200

PEOPLE THIS YEAR ACROSS THE
ILLAWARRA AND SOUTHERN
HIGHLANDS REGIONS



WE HAVE
NEARLY

500

RESIDENTS CURRENTLY
LIVING IN OUR
NINE VILLAGES.

OUR RESIDENTIAL CARE HOMES AT A GLANCE



777

FEMALE



423

MALE

129

RESPIRE CARE RESIDENTS
average stay **17** days

1071

PERMANENT CARE RESIDENTS
average stay **756** days

4 MOST COMMON LANGUAGES SPOKEN



ENGLISH



MACEDONIAN



ITALIAN



GERMAN

independence and movement.

Warrigal also offers a wide range of additional services including; music therapy and entertainment, massage, pet therapy, art therapy, sensory therapy, exercise, games, movies, events and much more.

We recognise the importance of social interaction as well as physical support and we're delighted that through group exercise and activities our Wellness Centres and

living/activity spaces have become social 'hot spots' that enable our customers and residents to maximise their social engagement.

The lifestyle services at Warrigal are designed to not only support older people within their Warrigal homes but also out in the community. We work closely in partnership with our customers to continue to identify and support their individual needs and preferences.



Our dynamic Mt Warrigal Wellness Team set a challenge to each of our residents to achieve some personal goals with the help of physiotherapy treatments and exercise sessions. Three months later they celebrated with the 'Wellness Awards' with categories such as 'Champion of Champions', the 'Bounce Back Award' and the 'Move and Groove Award'.

Birthdays

MARIA IS 100 YEARS YOUNG

Originally from Faro in Portugal, Warrigal Warilla resident Maria turned 100 in August. She and her husband Jose immigrated to Australia in the '60s to join their daughter who had already moved to the Illawarra. The youngest of 3 siblings she always said she was going to outlive them and get to 100 because she wanted that letter from the Queen!



NEVILLE CELEBRATES 102

Leaving school at 14 to start his first job of dagging sheep, Warrigal Albion Park resident Neville then spent 6 ½ years in the army before marrying his wife Rita. With two daughters and four beautiful grandchildren, Neville welcomed in his 103rd year with morning tea, a cake with red icing, and a new knee blanket.

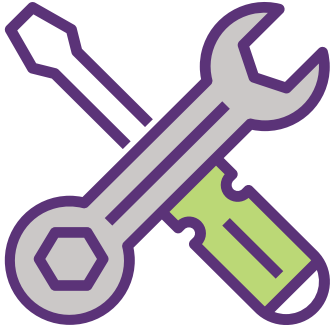


104 FOR GRACIE!

Celebrating in style, Gracie from our Queanbeyan village was delighted when employees and fellow villagers gathered for her birthday morning tea complete with a beautiful floral arrangement and a little drop of wine!



Good Progress

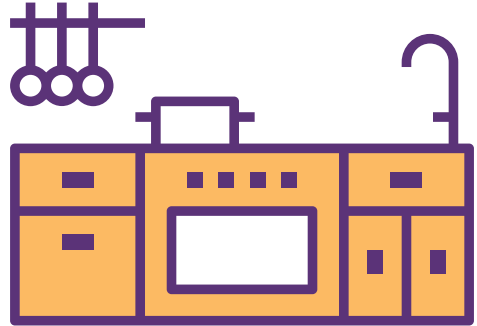


Property Services staff responded to

19,053

requests for general maintenance during the financial year equating to over 52 requests a day across our homes and villages.

Our Community Villages benefited from **34 villa refurbishments**, ranging from painting walls, to major refurbishments including new kitchens, bathrooms and laundries.



Good Stuff To Come:

SERVICE EXPANSION PROGRAM

In June 2019 the Warrigal Board approved a service expansion program to explore planning options on all vacant land holdings and opportunities for expansion or improvement of some existing operational homes and villages.

SHELL COVE STAGE 4

In 2017 Warrigal acquired a land parcel of approx. 3300sqm adjoining the

existing Shell Cove Community Village. Concept planning was completed and a Development Application was lodged to Shellharbour City Council in March 2019 for 24 additional apartments.

QUEANBEYAN

Construction of the new state-of-the-art Residential Care Home in Queanbeyan, described by the media as a 'cruise ship' on land is due to be completed in the last quarter of 2019.



There were

18 projects

completed as part of the Property Improvement Plan this year including:

- Safety Improvements to Warrigal Figtree Community Village which include installation of handrails to walking paths and balustrades to villas
- Re-design of Warrigal Coniston Residential Care Home laundry for improved work flow and infection control methods
- Full refurbishment of the Wellness Centre at Warrigal Warilla
- LED retrofits to Warrigal Albion Park Rail, Bundanoon and Goulburn Residential Care Homes
- Continuation of the internal paint maintenance programs across six Residential Care Homes

PROPERTY COMPLIANCE

Annual Fire Safety Statements and fire engineer inspections were completed and all fire safety systems maintained and certified throughout the year.

GOOD RESULTS AT SHELL COVE

Demonstrating strong demand for a new generation of aged care living, Warrigal Shell Cove achieved full occupancy by March 2019 only 17 month after opening and despite us purposely slowing down the move-in by residents to ensure we could deliver a superior customer experience.



With a substantial waiting list already in place, not only will this state-of-the-art Care Home in Queanbeyan be an innovative and new way of living for our customers, it will also create over 100 jobs in the local area.

It will offer 124 suites and 8 serviced apartments when opened. Social

connection underpins the design and there are no boundaries between the Residential Care Home, Community Village and the groups who come to use the community spaces. We can't wait to unveil it to the whole community in December 2019.

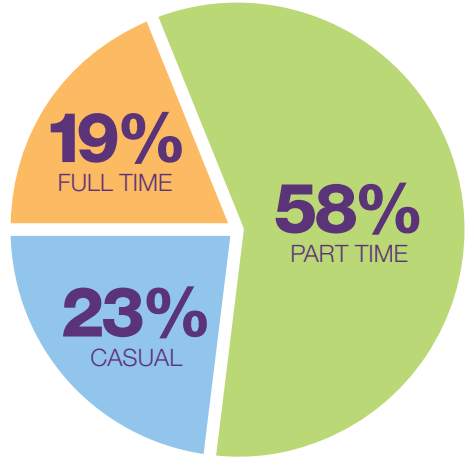
Good People



Warrigal has a positive and purposeful culture built around **The Warrigal Way**. Everything we do is focused on aligning our teams to ensure older people are at the heart. We've reinforced this commitment even further this year with the appointment of an Executive Leader of People and Culture to the Executive Team.

We are committed to embracing a new approach to aged care employment and recruitment with our continued focus on wellness, lifestyle, choice and delivering an exceptional customer experience.

OUR FLEXIBLE WORKFORCE



GOOD GROWTH



TOTAL NUMBER OF STAFF
this is an increase of **192** new staff
in 12 months

OUR GENDER PROFILE AS AT JUNE 2019

OUR WORKFORCE IS



85%

FEMALE

15%

MALE



- **Three of our eight** directors are female.
- Women are very well represented in executive and management roles with **17 of the 30 managers** being women; and
- We have **two female** executive managers within the six member executive team.

WARRIGAL QUEANBEYAN VILLAGE TURNS 30



Our historic Queanbeyan village celebrated with a party in November 2018. Loved hearing the stories of years gone by!

THANK YOU BRIAN MONK



Thanking Director Brian Monk for many years of good governance service as a Director. All voluntarily!

In Good Health



The health and well-being of our residents and customers is always at the forefront of our minds.

We have trained physiotherapists and physiotherapist aides who work with customers to prevent falls and build body strength. All our employees attend annual training in infection control and in managing seasonal outbreaks of flu and gastric illnesses. Our Registered Nurses have had additional specialised training in infection outbreak management. We promote and provide flu vaccinations to customers, staff, volunteers and contractors as part of our Get Healthy at Work program.

In 2018-2019 Warrigal provided care to over 1,200 customers including respite and permanent customers. Many older people are entering care homes with increasing frailty, with more care needs than in previous years.

Dementia support is one of those areas that is becoming increasingly needed. Warrigal sought specialist advice in reviewing the care homes' environment for customers living with dementia and our important partnership with Dementia Training Australia which assists us to lead the way in this area.

The outcome for our customers has been to incorporate Dementia-enabling design that embodies the values and goals of care.

Managers at each home collate clinical indicator information to measure outcomes of care and services received,

and these results are benchmarked with the industry.

All incidents are investigated, and the outcome is always based on the individual circumstances of the resident. This includes understanding the person's right to exercise choice and actions that can be implemented to prevent the incident from re-occurring. This information is reviewed by the Operational Quality and Compliance Manager who reports through to the Care Governance Committee. They are responsible for monitoring the Clinical Indicator results and associated actions.

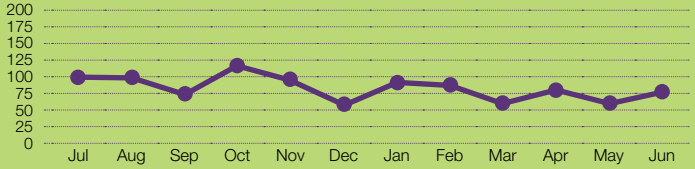
Warrigal also has internal Medication Advisory Committees which monitor medications are managed safely and correctly along with the introduction of an electronic medication management system which enhances the safe delivery of medications.



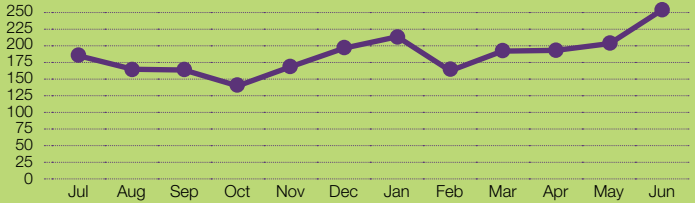
Clinical Indicators



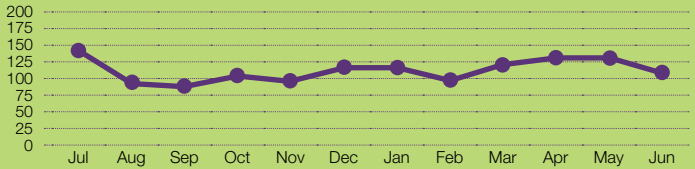
BEHAVIOURS



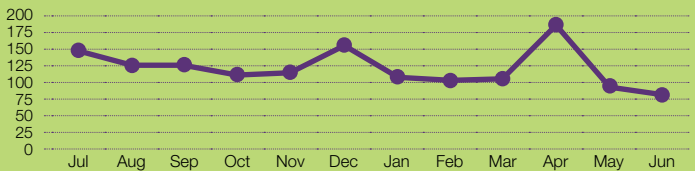
FALLS



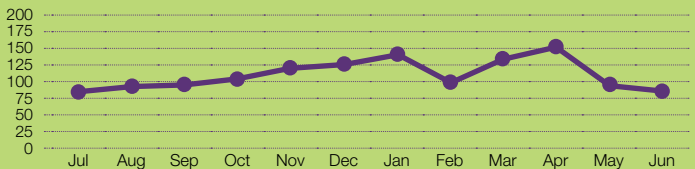
INFECTIONS



MEDICATION



SKIN INTEGRITY



A contributing factor to the increase in the number of incidents from November 2018 could be attributed to the acquisition of Mount Terry. The Care Governance Committee reviews the clinical indicator data on a quarterly basis.

In The Good Books



COMPLIANCE

Accreditation has been adopted by health and aged care services as part of a safety and quality framework and audits are undertaken by the Aged Care Quality and Safety Commission.

Seven Warrigal Residential Care Homes have been given full three year accreditation.

The following audits were undertaken throughout the year:

RESIDENTIAL CARE

Unannounced visits by the Aged Care Quality Agency

- 4 Jan 2019 & 7-11 Jan 2019 – Warilla
Sanctions imposed on 16 Jan 2019 and ceased on 6 Jul 2019
(an internal Clinical Advisor and Administrator was appointed)

- 17 Jan 2019 – Albion Park Rail
2 expected outcomes not met
- 31 Oct 2019 – Mount Terry
Reviewed to monitor improvement

Announced visits by the Aged Care Quality Agency

- 8 Jan 2019 – Mount Terry
Reviewed progress and overturned 1 unmet outcome
- 22-23 Jan 2019 – Mount Terry
40 of the 44 expected outcomes met
- 19 Mar 2019 – Albion Park Rail
Expected outcomes met
- 28 Mar 2019 – Warilla
5 of the 20 expected outcomes now met
- 15-16 Apr 2019 – Warilla
18 out of 20 expected outcomes met



- 23 Apr 2019 – Mount Terry
Expected outcomes met
- 27 Jun 2019 – Warilla
All expected outcomes met
- 11-13 Sept 2018 – Goulburn
Expected outcomes met
- 18-20 Sept 2019 – Mount Terry
24 expected outcomes not met
– Continuous Improvement Plan submitted. This was an improvement from the 36 unmet outcomes that existed on acquisition of Mount Terry on the 14th Sept 2019.
- 6-9 Aug 2019 – Mount Terry
5 requirements not met – Continuous Improvement Plan submitted. Issued with 18 months accreditation with expiry date of April 2021.

REGULATORY COMPLIANCE

From 1st July 2019 new Aged Care Quality Standards, a single set of quality standards for all aged care services came into force under the Single Aged Care Quality Framework.

The framework also includes:

- improved quality assessment for provider performance to ensure quality standards are upheld,
- a single Charter of Aged Care Rights covering all types of care and outlining the rights of customers and the promise from the provider about the care and support they will receive, and
- better information to help customers choose aged care services so they know what to ask, have an easier way to compare providers, and have better transparency over accreditation status.

Here at Warrigal to help meet the new standards we have expanded the Operational Quality and Compliance Team (OQAC).

WARRIGAL AUXILLIARY CREW



After 35 years our Warilla Op Shop in its current form closed. Thank you to the Warrigal Auxilliary Crew who have given over 20 years of service. The Op Shop has raised over \$1M to donate to Warrigal.

MAY 2019 – WARRIGAL FACEBOOK PAGE REACHES 1,500 FOLLOWERS!



In October 2019, our community consisted of 1,776 Likes and 1,869 Follows. Keep your comments, ideas, and questions coming – **@warrigalcommunités**.

We look forward to celebrating our next milestone with you.

Good Support: Our Volunteer Team



The Warrigal Way is built on our volunteer origins. We were started by volunteers and our dedicated team continues to grow with over 395 active volunteers helping our older people live great lives.

Our Chief volunteers are our Board who tirelessly help guide our strategic direction with their passion, commitment and expertise across a range of disciplines including law, health, finance, corporate governance and research.



395

ACTIVE VOLUNTEERS



32,720

HOURS PROVIDED



Alan Hardy, who was our Chairman for 17 years has been recognised for his service to aged care with a Medal of the Order of Australia in January 2019. Alan saw volunteering with Warrigal as a way to give back to the community and enable older people to live great lives through independence, choice and community. A retired school teacher, he joined the board in 1984 and became Chairman in 1999 and we couldn't think of a more well-deserving recipient of this prestigious award.

It's Good to be Recognised

As a testament to the continued hard work and dedication of our employees, Warrigal has been recognised with a number of awards this year including:



2018 ACSA AGED CARE PROVIDER OF THE YEAR



2018 NATIONAL RETIREMENT LIVING AWARD FOR INNOVATION



2019 AUSTRALASIAN REPORTING AWARDS – SILVER FOR OUR 2018 ANNUAL REPORT

CAROL GOODGER, NATIONAL TRAINEE OF THE YEAR

Huge congratulations to Carol Goodger a Care Services Employee from our Mt Warrigal home who was awarded the '2019 National Trainee of the Year' Award at the Aged and Community Services Australia awards night.

Inspired to work in aged care after caring for a friend, Carol joined the Get Set to Go program through which she was able to study for her Certificate 3. The award serves to recognise Carol's outstanding dedication and commitment, with the program enabling her to put knowledge into practice with ongoing mentorship and Warrigal-specific training.



In Good Hands



WYN JANSSEN

Chairman

Independent Non-Executive Director

Age 68 years

Ex Officio Member of all
Committees

Member of the Care
Governance Committee

Mr Janssen was appointed a director in 2012 and became chairman in 2016. He has worked in commercial financial roles for over 40 years; the last 20 were 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.



ROGER DOWNS

Vice Chairperson

Independent Non- Executive Director

Age 64 years

Member of Business Risk
and Audit Committee

Mr Downs was appointed a director in 1997. He is a lawyer and a consultant to Kells Lawyers. Mr Downs holds degrees in Commerce and Law and a postgraduate diploma in Management. He is Chairman of Illawarra Credit Union Ltd and a board member (and Chair of the Planning Committee) of Illawarra Shoalhaven Local Health District.



WAYNE MORRIS

Independent Non- Executive Director

Age 61 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, The Disability Trust and Food For Life Community Care.



MARGARET COLLINS

Independent Non-Executive Director

Age 66 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 a retired Financial Planner. 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

Independent Non-Executive Director

Age 68 years

Chairperson of the Planning Development and Sustainability Committee
Member of Project Control Group

Mr Thompson was appointed a Director in 1999. He is a retired Local Government Engineer and the Chairperson of a Community Consultative Committee for the Development of the Hanson Quarry, Bass Point. He has held Regional voluntary positions with the Salvation Army Red Shield Appeal, was the Association of Apex Clubs NSW State President and Illawarra District Governor. 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. Mr Thompson was awarded and Order Of Australia Medal (OAM) in 2011 for his contribution to Aged Care and Apex, and is currently the Treasurer for the Illawarra Order Of Australia Committee.



JUDY MULLAN

Independent Non-Executive Director

Age 59 years

Member of the Care Governance Committee

Associate Professor Judy Mullan was appointed a director in 2000. She is the Director of the Centre for Health Research Illawarra Shoalhaven Population (CHRISP) and the Deputy Director for the Illawarra & Southern Practice Research Network (ISPRN) within the University of Wollongong. Judy holds Bachelor degrees in Pharmacy and the Arts, and has 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 regional and rural health medical students. Her professional and research aims are help to improve the safe use of medicines, the management of chronic diseases and health service delivery.



HELEN NEWMAN

Independent Non-Executive Director

Age 60 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.



PETER BUCKLEY

Independent Non-Executive Director

Age 39 years

Member of the Planning Development and Sustainability Committee

Mr. Buckley was appointed a director of Warrigal in 2018.

He is the Chief Customer Officer for MyPass Global and is an experienced executive leader and company director who has operated across a wide range of sectors including Engineering Services, Private Health Insurance, Education, Aged Care and Manufacturing. Leadership roles have included Head of Strategy and Innovation for a Not for Profit health insurer and General Manager of a large ASX listed engineering and services company. He is currently a director for The Macarthur Credit Union, Vice President of The Illawarra Connection and member of the Salvation Army Illawarra Advisory Board. He holds a degree in Commerce from the University of Wollongong and an MBA with distinction from the Sydney Business School. He is a graduate of the Australian Institute of Company Directors.



MARK SEWELL

Company Secretary

Mr Sewell, MBA, B.Soc Sci, AIMM, GAICD, 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 has been a member of the Minister for the Illawarra's Community Advisory Panel and is on the Illawarra Business Chamber Advisory Council. He is a director on a number of non-profit boards and is national Director, NSW counselor and regional chairperson for the Aged and Community Services Association.

Good Food

We always cook **every** meal fresh: at **every** home, **every** day.

At Warrigal we understand that food is an integral part of our customer's lives and do not believe in frozen meals on trays being delivered from off-site.

Instead, we have kitchen herb gardens in some of our Community Villages, tended by residents and from which our chefs pick the produce for seasonally-changing menus.

Every customer is offered at least 2 if not 3 hot meals a day along with morning tea, afternoon tea and supper. Our menus are Dietitian-reviewed with a number of choices available at each meal. We ask for continued feedback by our customers through forums and surveys to ensure we are delivering their preferences and want to provide more of a club or cruise experience



WARRIGAL SPENDS OVER **\$8M** AND PREPARES AND DELIVERS ALMOST

800,000

MEALS EVERY YEAR.

than a hospital which can often be the assumption about Aged Care Home food.

We offer the café lifestyle too. Whether you favour a soy decaf latte or a simple cup of tea, at our Shell Cove, Warilla, Albion Park Rail, Mount Terry, Bundanoon and Goulburn locations, our cafés provide a social hub for the community.

Run by volunteers and social enterprises, our Warrigal cafés are where; managers and staff do business, volunteers and residents build relationships, and customers, relatives and visitors get to meet, talk and socialise.

It's the social hub of **The Warrigal Way**.

- A ALBION PARK RAIL
- A BUNDANOON
- A CONISTON
- A GOULBURN
- A MT WARRIGAL
- A SHELL COVE
- A WARILLA
- A MOUNT TERRY

* 'A' ratings for all our homes have been assessed by the NSW Food Authority.

Good Research

Warrigal places a strong emphasis on research and continuous improvement, and best practice is at the forefront of strategic considerations. Strong research helps us to fulfil our purpose of supporting older people to create inspiring communities.

Wollongong research consultancy IRIS has been commissioned to conduct major pieces of customer experience research which will inform us where the demand for services is likely to be placed in the coming years.

IRIS were also commissioned to examine the desirability of single bedroom serviced apartments amongst the older generation. Findings indicated that the current 60+ population do not find this type of residence appealing, but younger research participants are much more open to these concepts and therefore it is something for Warrigal to consider for the next generation.

We have an Older Persons Advisory Group (OPAG) in line with the Single Quality Framework standards introduced on 1st July to gain vital customer feedback and gather ideas.

Following an incident at a care home this year, Warrigal engaged Essential Media to assist in developing a communication strategy in the event of an issue arising. Research was conducted as part of this with over 25 customers to determine how they would like to be informed in such situations.

Warrigal's strategic research partnership with the University of



Just some of our Warrigal Older Persons Advisory Group who give our CEO frank and fearless advice about what he is doing well and not well. What every CEO needs!

Wollongong continues to strengthen with PhD candidates, postgraduate and undergraduate students supported in research, placements and internships across various service locations.

We are also involved in ground-breaking research with the Wollongong Anti-Microbial Resistance Research Alliance (WARRA) around anti-microbial stewardship (AMS). Coordinated through the University of Wollongong, this research will assert Warrigal as leaders in the aged care field. Not only will it allow us to demonstrate to the Aged Care Quality and Safety Commission our strategies to drive change, but will also give us greater understanding of the factors surrounding prescribing behaviour and its impact on the sector.

It is not all human research either, at Bundanoon we commissioned an environmental expert to assess the impact of the sale of surplus land on the kangaroo mobs that visit the property. In line with the advice given we have mapped their use of the land and added gaps in fences so they can continue to use and be enjoyed by our customers and residents.

Good Behaviour

At Warrigal we're committed to demonstrating our Good Behaviours and working in accordance with **The Warrigal Way**. This is what this means on a day-to-day basis:



Behaviour 1: My decisions, Warrigal's financial future

We demonstrate this by:

1. Making financial decisions that provide positive outcomes for our community.
2. Sticking within our budget by managing expenditure.
3. Being sustainable by getting value for money and reducing waste and costs.
4. Investing in new projects that are good for older people and Warrigal.
5. Engaging our stakeholders to improve our products so they are useful for older people.



Behaviour 2: My actions, encourage people to choose Warrigal

We demonstrate this by:

1. Promoting a positive image of Warrigal in all our interactions at work and in the community.
2. Having an enthusiastic and positive attitude and providing exceptional customer service.
3. Acting professionally at all times and ensuring our conduct is according to Warrigal's values.
4. Building effective relationships with others that promotes valuable partnership.
5. Being trustworthy and honest and ensuring all behaviour is ethical at all times.



Behaviour 3: Our work, my responsibility

We demonstrate this by:

1. Being flexible and working as a team in order to achieve Warrigal's goals.
2. Actively building positive communication and trust between staff, volunteers, customers and the community.
3. Proactively engaging in personal development to improve the quality and expertise of our services.
4. Applying the intent and requirements of the law and adhering to Warrigal's policies and procedures.
5. Ensuring the safety of everyone in the workplace by acting in accordance with safety policies and procedures and promoting Warrigal's safety culture to everyone.

Our Locations

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

RESIDENTIAL CARE HOMES

Albion Park Rail / 149 places

2 Pine Street
Albion Park Rail NSW 2527

Bundanoon / 90 places

20 Hill Street
Bundanoon NSW 2578

Coniston / 60 places

91 Bridge Street
Coniston NSW 2500

Goulburn / 160 places

7 St Aubyn Road
Goulburn NSW 2580

Mt Warrigal / 40 places

5 Rowland Avenue
Mount Warrigal NSW 2528

Mount Terry / 151 places

95 Daintree Dr, Albion Park
NSW 2527

Queanbeyan / 124 places

Cnr Canberra Avenue &
Campbell Street
Queanbeyan NSW 2620

Shell Cove / 128 places

50 Harbour Boulevard
Shell Cove NSW 2529

Warilla / 100 places

1 Arcadia Street
Warilla NSW 2528

WARRIGAL HOME SERVICES

Illawarra

2 Pine Street
Albion Park Rail NSW 2527

Southern Highlands

7 St Aubyn Road
Goulburn NSW 2580

WARRIGAL SOCIAL

Illawarra

2 Pine Street
Albion Park Rail NSW 2527

Southern Highlands

7 St Aubyn Road
Goulburn NSW 2580

MY CLUB CONNECT

myclubconnect@warrigal.
com.au
2 Pine Street
Albion Park Rail NSW 2527

WARRIGAL COMMUNITY VILLAGES

Albion Park / 16 villas

7-19 O’Gorman Street
Albion Park NSW 2527

Albion Park Rail / 64 villas

2 Pine Street
Albion Park Rail NSW 2527

Bundanoon / 12 apartments

20 Hill Street
Bundanoon NSW 2578

Figtree / 39 villas

69 O’Briens Road
Figtree NSW 2525

Goulburn / 36 villas

7 St Aubyn Road
Goulburn NSW 2580

Lake Illawarra / 30 villas

1-7 Grove Circuit
Lake Illawarra NSW 2528

Queanbeyan / 52 villas and apartments, and 8 serviced apartments

18 George Street
Queanbeyan NSW 2620

Shell Cove / 33 villas and 47 apartments, and 6 serviced apartments

50 Harbour Boulevard
Shell Cove NSW 2529

Warilla / 40 villas and apartments

1 Arcadia Street
Warilla NSW 2528



GOULBURN

- Residential Care Home
- Warrigal Home Services
- Warrigal Social
- Community Village

BUNDANOON

- Residential Care Home
- Community Village

QUEANBEYAN

- Residential Care Home
- Warrigal Home Services
- Community Village

ALBION PARK

- Community Village

Mount Terry

- Residential Care Home

ALBION PARK RAIL

- Residential Care Home
- Warrigal Social
- Warrigal Home Services
- Community Village
- Administration
- My Club Connect

WOLLONGONG

Coniston

- Residential Care Home

Figtree

- Community Village

SHELLHARBOUR

Mt Warrigal

- Residential Care Home

Warilla

- Residential Care Home
- Community Village
- Opportunity Shop

Lake Illawarra

- Community Village

Oak Flats

- Property Services Depot

Shell Cove

- Community Village
- Residential Care Home

CONTACT DETAILS

Warrigal Registered Office
ABN 34 002 392 636

2 Pine St
Albion Park Rail NSW 2527
PO Box 435 Albion Park 2527

Toll free 1800 927 744
Fax 02 4257 4232
Email warrigal@warrigal.com.au

For more information about this annual report contact Community Relations on 1800 927 744

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

Disclaimer: We believe the information contained in this publication is accurate at the time of production (October 2019). However, the information is subject to change without notice.



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



Follow us on Twitter
twitter.com/warrigalceo



Watch us on YouTube
[youtube.com/
Warrigal_here for good](https://youtube.com/Warrigal_here_for_good)



Follow us on Instagram
[@warrigalinspire](https://www.instagram.com/warrigalinspire)



Visit our website
warrigal.com.au