



GLEN EIRA  
CITY COUNCIL

# Future of Warrawee Community

## Engagement report

MAY 2026

BENTLEIGH, BENTLEIGH EAST, BRIGHTON EAST, CARNEGIE, CAULFIELD,  
ELSTERNWICK, GARDENVALE, GLEN HUNTLY, MCKINNON, MURRUMBEENA,  
ORMOND, ST KILDA EAST

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# Executive summary

Council undertook community engagement on the future of Warrawee Community, Council's 90-bed residential aged care facility in Bentleigh East between 25 February and 25 March 2026.

A total of **340** survey responses were received, alongside **11** written submissions, reflecting feedback from Warrawee residents and families (**35 per cent**) and the broader Glen Eira community (**65 per cent**). Participation was supported through online and hard-copy surveys, information sessions, and targeted communications to ensure accessibility and informed input.

Across both the Warrawee community and the broad community, the strongest and most consistent message was the importance of quality of care, continuity, and resident wellbeing.

For **Warrawee residents** and families, these considerations outweighed all others:

- 87 per cent identified quality of care as what matters most, with strong emphasis on familiar staff, Council oversight, and Warrawee's home-like environment.
- While most acknowledged the financial challenges facing Council, 38 per cent supported Council continuing to operate the service even with a projected \$5.5 million annual deficit. 34 per cent favoured balancing financial sustainability with care quality.
- If ownership were to change, there was a strong preference for not-for-profit models, with 86 per cent of Warrawee respondents preferring a not-for-profit or member-owned provider. No respondents selected a for-profit or private provider as their preferred option.

The **broader community** expressed similar values, alongside stronger concern for Council's long-term financial sustainability:

- While 64 per cent of general respondents were familiar with Warrawee, most supported Council continuing an active role in supporting older residents through programs, service coordination, and advocacy.



- Views on the financial deficit were more evenly distributed, with 35 per cent favouring equal weight to care quality and financial sustainability, and 30 per cent supporting continued Council operation despite the deficit.

## Comparison and combined findings

Three identical questions were asked of both Warrawee Community members and the broader community, focused on:

1. **Preferred provider if ownership of Warrawee were to transfer,**
2. **How the forecast \$5.5 million annual deficit should influence Council's decision,** and
3. **Council's preferred role in supporting older residents.**

Comparison and combined analysis of responses highlights both shared priorities and differences in emphasis between the two cohorts.

- **Preferred provider:** Not-for-profit providers were the most preferred option for both cohorts, with stronger support from Warrawee Community members (62 per cent / 72 respondents) than the general community (40 per cent / 88 respondents). Member-owned enterprises were more strongly supported by the general community (36 per cent / 80 respondents) than Warrawee Community members (24 per cent / 28 respondents). When combined, the preference hierarchy remained unchanged, with not-for-profit providers preferred by almost half of all respondents and member-owned enterprises by over one-third.
- **Responding to the forecast \$5.5 million annual deficit:** Warrawee Community members were more likely to support continuing service delivery despite operating at a deficit (38 per cent / 45 respondents), while the general community placed relatively greater importance on changing how Warrawee operates to prioritise financial sustainability (27 per cent / 60 respondents). Both cohorts equally prioritised giving equal weight to financial sustainability and quality of care (35 per cent each), which also emerged as the most supported position when results were combined.

- **Council's role in supporting older residents:** Warrawee Community members placed strongest emphasis on Council continuing to deliver residential aged care (91 per cent / 109 respondents), while the general community more frequently prioritised Council's broader roles in delivering programs and activities (89 per cent / 196 respondents) and connecting people to other services and supports (75 per cent / 166 respondents). Stewardship and oversight was supported by a majority of both cohorts.

Overall, feedback highlights a strong expectation that any future decision must prioritise quality of care, continuity and safety, with safeguards for residents and staff, alongside recognition of financial sustainability considerations and differing expectations between cohorts about how Council should balance direct service delivery with broader responsibilities to the community.

# Background

Glen Eira City Council owns and operates Warrawee Community, a 90-bed residential aged care facility in Bentleigh East that has been part of Council's service offering since 1995. Warrawee provides 24-hour residential aged care, including respite and permanent care, to residents approved through *My Aged Care*. The service is supported by approximately 150 staff, comprising a mix of full-time, part-time and casual employees.

Council has historically played a role in delivering residential aged care to support older members of the community. In recent years, this role has reduced, with Warrawee now operating as Council's last remaining residential aged care facility. Glen Eira is currently the only Council in Victoria, and one of the few nationally, to operate a residential aged care facility.

The residential aged care sector has undergone significant and welcomed reforms following the Australian Government's response to the Royal Commission into Aged Care Quality and Safety. The introduction of the *Aged Care Act 2024* (Cth), which came into effect on 1 November 2025, has strengthened requirements relating to governance, workforce capability, compliance and quality of care for residential aged care providers. While these reforms are designed to improve safety and care quality for residents, they have significantly increased the complexity and cost of delivering residential aged care.

At the same time, the cost of operating Warrawee has continued to rise. Factors including inflation, increased workforce costs, ageing infrastructure, and funding that does not keep pace with the true cost of care and compliance have placed growing pressure on Council's finances. Warrawee is forecast to operate at a budgeted operating deficit of \$5.5 million in the 2025–26 financial year. Continuing to fund these losses would require Council to redirect resources from other essential services and priorities that benefit the broader community.

In response to these changes, Council commenced consideration of its future role in residential aged care at Warrawee. In 2025, Council requested further analysis of two options: continuing to operate Warrawee as a Council-run facility or transitioning the service to a registered aged care provider as a going concern.

At its meeting on 24 February 2026, Council resolved to undertake community engagement and stakeholder consultation to inform any future decision. This report presents the outcomes of that engagement.

This engagement project sits within Council's broader strategic and financial planning framework, including the Council Plan, Financial Plan, Asset Plan, Strategic Property Plan and Financial Sustainability Strategy. Through recent engagement activities such as *Our Place*, *Our Plan* and the Community Priorities Panel, the community has indicated a strong desire for Council to focus on services that benefit the whole community, protect support for vulnerable people, and make fair, transparent and financially responsible decisions.

Reviewing Council's role in residential aged care including the future of Warrawee is part of this longer-term planning and stewardship responsibility.



# Engaging the community

We engaged with the community on the future of Warrawee over a four-week period between 25 February to 25 March 2026. We focused on gathering feedback from residents, families, staff, and the broader community on the future of Warrawee before any decisions are made. The engagement made it clear that Warrawee was not being considered for closure and that Council would maintain its commitment to continuity of local aged care for residents and staff.

The engagement approach aligned with the 'consult' level of the Engagement Institute Public Participation Spectrum. Our engagement process aimed to be inclusive and accessible to ensure residents, families, staff and the broader community were able to provide informed feedback on the future of Warrawee. Engagement materials and activities were tailored to meet diverse needs, including the use of clear language and accessible formats.

Opportunities to provide feedback were made available in both digital and print formats, with onsite support provided at Warrawee to assist residents and family members to participate.

A mix of in-person and online engagement activities were delivered. This included a series of focused information sessions with residents, staff and family members to engage them in the process and encourage their participation. The engagement approach prioritised open, transparent and two-way communication, creating safe spaces for residents and family members to ask questions, share perspectives and raise concerns through in person and online briefing sessions and phone calls.

Residents were also provided with regular one-to-one opportunities to provide their feedback ensuring their voices were front and centre of the engagement. These interactions were delivered with care and sensitivity, recognising the personal and emotional nature of the subject matter.

Promotion of the engagement process was targeted through newsletters, website pages across emails to key stakeholders, social media and radio. A separate consultation process was held with staff, the results of that process are not incorporated in this report.

During the engagement period, residents, family members, and members of the broader community were given numerous opportunities to gain insight into the challenges Council is

facing and provide feedback to inform Council's future decision. These efforts were conducted in accordance with Council's Community Engagement Policy and aligned with our overarching strategic and financial planning objectives.

Feedback was mostly gathered through an online survey on our Have Your Say platform. A hard copy survey was also distributed to Warrawee for residents and families, as well as our libraries, Senior Citizen Centres and Moorleigh Community Village to support accessible contributions across the general community.

A snapshot of the participation rates is captured below, and a more detailed summary of the survey data is provided further in this report.

| Engagement activities                              | Number of respondents                                             |
|----------------------------------------------------|-------------------------------------------------------------------|
| Warrawee Community online HYS and hard copy survey | 118<br><br>(56 surveys received online and 62 hardcopy surveys)   |
| General community online HYS and hard copy survey  | 222<br><br>(206 surveys received online and 22 hard copy surveys) |
| Letters                                            | 6 letters received                                                |
| Emails                                             | 5 emails                                                          |

# Communication activities

We delivered a transparent, and inclusive communications program to support the engagement process. Communications were designed to encourage two-way dialogue, build trust and support informed participation, while recognising the emotional sensitivity of discussions about the future of Warrawee Community. All materials were written in plain English, with design considerations for older residents and those with low vision.

Communications were rolled out in a structured sequence, prioritising those most directly impacted. Warrawee residents, families and staff were informed first, followed by broader Council staff and then the wider community. Targeted briefings and updates were also provided to relevant government departments, elected representatives and sector peak bodies. Dedicated council staff were appointed to support timely responses to enquiries and reduce pressure on customer service channels. All communications reinforced that no decision had been made, clearly explained the role of community feedback, and linked the project to Council's broader strategic planning and long-term financial sustainability responsibilities.

Promotion of the engagement included multiple communication channels including Councils website, direct correspondence to stakeholders, newsletter articles, social media posts, radio and an article in Glen Eira News. The reach and effectiveness of each communication channel are detailed in the following table.

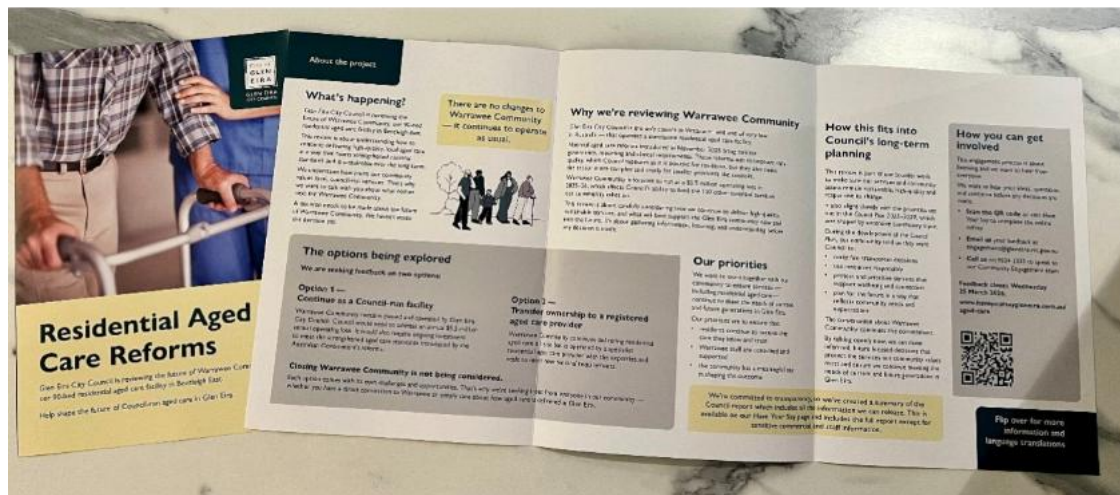
## Communication promotions summary

The communications campaign for residential aged care reforms ran from Wednesday 25 February to Wednesday 25 March 2026.

### Print communication materials

| Print communication | Quantity | Notes                                                                               |
|---------------------|----------|-------------------------------------------------------------------------------------|
| Posters             | 60       | Placed in Council facilities like Warrawee Community, libraries, community centres, |
| Postcards           | 500      |                                                                                     |

Glen Eira News is our monthly newspaper that is **delivered to 64,500 residences** across Glen Eira. Information about the campaign was included in the March 2026 edition.



## Project fact sheet

# Taking action to protect valued

We're committed to offering services, facilities and local places that our community relies on every day, from our libraries, parks and playgrounds to maternal and child health services, community support programs, and the essential maintenance of our roads, footpaths and community facilities. However, we must act now to financially safeguard these essential services and plan responsibly for our growing City.

Like many households and businesses, Council faces rising costs and shifting responsibilities from other levels of government. While our finances are stable today, our projections show that by 2034-35, without action, we won't be able to maintain the services and infrastructure our community expects.

Guided by our Financial Sustainability Strategy, we're taking a disciplined, long-term approach to financial management that protects what matters most and ensures Glen Eira remains a great place to live, work and thrive.

**What are we doing:**

- Applying to the Essential Services Commission to increase rates by 2.25 per cent over the rate cap of 2.25 per cent for 2026-2027.
- Starting a community consultation about the future of Warrahee Community, our 18-bed aged care facility in Moorleigh East.

### Applying for a rate cap variation

For many years, we've wanted to be able to raise rates to cover the cost of the essential services we provide. The rate cap has kept us from doing so, but we've now reached a point where we need to raise rates to cover the cost of the essential services we provide. The rate cap has kept us from doing so, but we've now reached a point where we need to raise rates to cover the cost of the essential services we provide.

Future increases after 2026-27 will track to the standard rate cap set by the Victorian Government. On top of rising rates, Glen Eira has also increased more than \$10 million in funded responsibilities from other levels of government — including waste services, community management, Victorian Building Authority requirements, urban planning, maternal health services, and others. We also received over \$10 million supporting the community through COVID-19 — a last revenue, added services and increased community need.

### What we've already done to improve our finances

- Implemented over \$5 million of annual savings through service reviews, operational efficiencies and careful financial management.
- Reallocated our capital works program to increasing and renewing our assets.
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- Reallocated our capital works program to increasing and renewing our assets.

**What we've heard from our community**

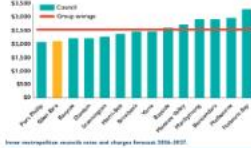
More than 3,500 people have shared their views on our future major programs — Our Future, Our Place (2023) and Our Place, Our Future (2025). The message was consistent:

- Protect valued services, especially libraries, maternal and child health, parks and community programs.
- Be transparent about how rates are spent.
- Be responsible — look for savings, efficiencies, and waste reduction.
- Many residents said they would support a modest rate increase if it protected essential services.

### Why for an additional 2.25 per cent for one year

We've outlined multiple options. The numbers show that a 2.25 per cent increase over the rate cap of 2.25 per cent for 2026-27 is the minimum increase that meaningfully stabilises our financial position.

This increase would generate over \$3 million in additional revenue per year to support valued services. This revenue from spending this higher rate cap across all rates-paying areas is the minimum required to prevent cash resources falling into deficit territory. We know any increase is hard. That's why we're preparing the broadest possible range of options that will protect essential services, while also being fair to all rates payers.



How metropolitan councils rates and charges from 2020-21 to 2035-36

# services for the future

## Have your say on the future of Warrahee Community

**What does a 2.25 per cent rate cap variation really mean to our ratespayers?**

In 2024-25, the average property rate in Glen Eira was \$2,000, which is \$450 more than the metropolitan average of \$1,550. Even with this increase, Glen Eira will remain one of the lowest-cost metropolitan councils, but the three metropolitan councils that charge less than \$1,550 (Melbourne, Sydney and Brisbane) will be able to raise rates more than Glen Eira.

The proposed increase to the rate cap will allow us to raise rates to cover the cost of the essential services we provide, which will help us maintain the services and infrastructure our community expects.

**The rate increase would mean:**

- Around \$27 extra for the year for the average property rate of \$2,000.
- Around \$27 extra for a business paying \$1,000 a year.

**Why we need to raise rates**

- The one-year 2.25 per cent increase is a 7% per month.
- A 5% per month.
- Half a cup of takeaway coffee per month.

We understand the rate increase may feel like a burden, but it's necessary to ensure we can continue to provide the services and facilities our community expects. The rate increase will help us maintain the services and infrastructure our community expects.

**What happens next**

March 2026: Council will submit a variation application to the Essential Services Commission.

June 2026: The Essential Services Commission will decide on the variation.

July 2026: If approved, the rate cap will be increased to 2.25 per cent for 2026-27. The rate cap will be increased to 2.25 per cent for 2026-27. The rate cap will be increased to 2.25 per cent for 2026-27.

**The options we're considering**

We are seeking community feedback on two possible options:

- Option 1: A 2.25 per cent increase over the rate cap of 2.25 per cent for 2026-27.
- Option 2: A 2.25 per cent increase over the rate cap of 2.25 per cent for 2026-27.

### Residential aged care is a specialised and highly regulated service, and the sector has seen significant change in recent years.

For over 30 years, Warrahee Community — Glen Eira's 18-bed residential aged care facility in Moorleigh East — has been a place of care and connection for local residents.

Recent Australian Government reforms have changed aged care requirements and safety standards for all residential aged care provision. These changes are designed to improve the quality of care — which is something we've always strived for — but they also bring added complexity, regulation and costs, particularly for smaller, standalone providers like Council to ensure ongoing compliance.

These reforms tend to favor larger providers that operate in larger volumes, operate a number of facilities, and have the scale to meet compliance standards more efficiently.

Rising up with these requirements, ongoing investment which requires funding outside the other important community services. We are also aware of the challenges — and we see a way to do it right — that operates a standalone residential aged care facility.

The vision of delivering this service has been shared, and Warrahee is forward to continue as a 18-bed facility in 2026-27. The impact Council's ability to continue delivering more than 150 services across our main city.

**Responsible long-term planning**

This decision is about planning carefully for the future and understanding what will best support our entire community now and for years to come.

We need to ensure how we can best support our residents to ensure sustainable, compliant with sector reforms, adaptable and aligned with community expectations.

We are seeking community feedback on two possible options:

- Option 1: A 2.25 per cent increase over the rate cap of 2.25 per cent for 2026-27.
- Option 2: A 2.25 per cent increase over the rate cap of 2.25 per cent for 2026-27.

## Digital communications

A news item was published on Glen Eira City Council's website about the project, generating 279 page views and prompting 200 visitors to the Have Your

Say website: [www.gleneira.vic.gov.au/about-council/news/latest-news/have-your-say-on-the-future-of-warrawee-community](http://www.gleneira.vic.gov.au/about-council/news/latest-news/have-your-say-on-the-future-of-warrawee-community)

A news item was published on Glen Eira City Council's website about February Council meeting, generating 53 page views and prompting 46 visitors to visit the Have Your

Say website: [www.gleneira.vic.gov.au/about-council/news/latest-news/ocm-240226](http://www.gleneira.vic.gov.au/about-council/news/latest-news/ocm-240226)

Our digital screens at the Service Centre at Glen Eira Town Hall displayed the engagement between 25 February – 25 March 2026.

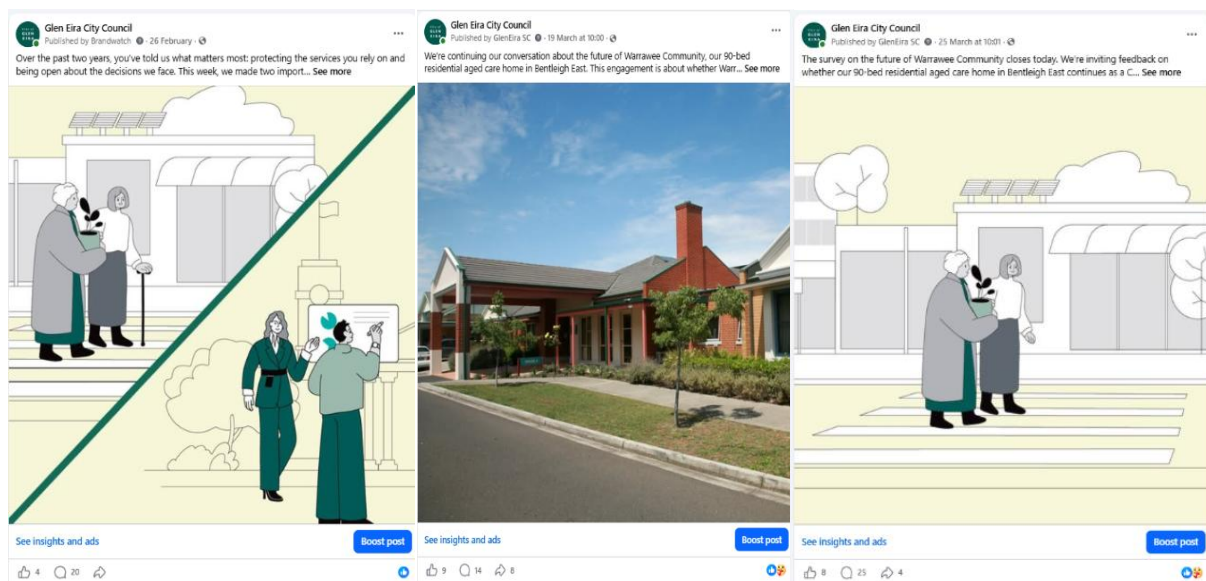
## Newsletters

| Newsletter                                      | Recipients | Open rate | Click through |
|-------------------------------------------------|------------|-----------|---------------|
| Community engagement newsletter — March edition | 2,232      | 50%       | 3.65%         |
| Glen Eira News — March edition newsletter       | 602        | 67%       | 23.1%         |

## Social media

| Platform  | Post                                | Views | Reach | Engagement                                     |
|-----------|-------------------------------------|-------|-------|------------------------------------------------|
| Instagram | 26 February (Warrawee and Rate cap) | 802   | 464   | 9 likes                                        |
|           | 19 March                            | 1,485 | 822   | 10 likes<br>1 share<br>1 save<br>3 link clicks |
|           | 25 March                            | 1,161 | 685   | 6 likes<br>1 save                              |
| Facebook  | 26 February (Warrawee and Rate cap) | 3,597 | 1,825 | 4 reactions<br>20 comments                     |

| Platform      | Post                    | Views  | Reach  | Engagement                                                                |
|---------------|-------------------------|--------|--------|---------------------------------------------------------------------------|
|               |                         |        |        | 2 saves<br>11 link clicks                                                 |
|               | 19 March                | 10,569 | 5,847  | 9 reactions<br>14 comments<br>2 saves<br>62 link clicks                   |
|               | 25 March                | 4,262  | 2,526  | 8 reactions<br>25 comments<br>1 save<br>17 link clicks                    |
| <b>Totals</b> | 6 posts on social media | 21,876 | 12,169 | 46 reactions/likes<br>59 comments<br>1 share<br>7 saves<br>93 link clicks |



Posts on Glen Eira City Council Facebook page

## Media

Media coverage included articles in:

- The Age: readership of 5.23 million

- Herald Sun: readership of 4.8 million
- Vision Australia Radio: listenership of 1,400 people
- The Weekly Source: readership of 7,600.

## Media advertising

| Advertisement type                  | Duration | Listenership            |
|-------------------------------------|----------|-------------------------|
| SouthernFM interview with the Mayor | 2 March  | 80,000 listeners weekly |
| Golden Days Radio advertisement     | 21 March | 75,000 listeners weekly |

## Glen Eira council seeks exemption to rates cap

Lachlan Abbott

The City of Glen Eira has moved to sell off the last council-run aged care home in Victoria and will seek a rare rate cap exemption to avert a cash crisis.

In an 8-1 vote on Tuesday night, councillors endorsed applying for Essential Services Commission approval to raise rates by 5 per cent in the coming financial year – almost double the 2.75 per cent cap set by the state government in December.

On Wednesday afternoon, the council revealed it had also voted confidentially to consider transferring ownership of the Warrawee Community – a 90-bed aged care facility in Bentleigh East – to a registered aged care provider.

Mayor Simone Zmood said the home was not closing, but a council statement said locals would now be asked about who should run it before a decision in June.

The council said that the facility operated with a \$5.5 million annual deficit, and that national aged care reforms in November had increased regulatory requirements further.

"Households are feeling the pressure of rising costs and so is local government," Zmood said. "No decision has been made – but we must make a decision soon."

The debate and vote to consider selling the aged care centre was conducted behind closed doors as council officers deemed the item commercially sensitive.

Glen Eira officials have warned that cash reserves are forecast to fall from \$67.4 million to \$10.9 million by 2024-25 as rising costs and debt repayments will outstrip revenue unless action is taken.

"At this level, we would not have enough short-term funds to meet day-to-day costs or maintain es-

ential services and infrastructure," a council report said.

The City of Glen Eira covers suburbs in Melbourne's south-east including Caulfield, Bentleigh and Glen Hasty.

Deputy Mayor Li Zhang moved the motion for a 2.25 per cent rate cap variance and said the council had already tried to reduce costs elsewhere, including by closing early learning centres and exiting in-home aged care. "But there comes a point where you can't keep cutting without starting to cut into the basics," she said.

If Glen Eira's higher rates cap request is approved by June and implemented later this year, the municipality would become the first metropolitan council to utilise an exemption.

Glen Eira has historically had some of the lowest rates in Melbourne, which became locked in when the Andrews government introduced the capping scheme in 2016.

The rates rise cap is linked to consumer price index (CPI) forecasts to stop excessive increases, but the Municipal Association of Victoria says this does not accurately reflect faster-rising council expenses from sectors such as construction.

Inflation also greatly exceeded forecasts after the pandemic hit, causing a \$55 million impact on Glen Eira and opening up a "structural gap" in its finances.

During Tuesday night's debate, councillors also blamed cost shifting from the state government and a budget blowout in the \$75 million Carnegie swimming pool redevelopment for their parlous situation.

Councillor Sam Parasol voted against the extra rates hike, citing cost-of-living concerns. "I think somehow we need to find other ways to raise our income," he said.

*The Age article (Saturday 27 February)*

## Warrawee Community residents and families

We used a mix of written, digital and face-to-face approaches to ensure information for residents and family members was clear and accessible. All residents received letters and printed fact sheets written in plain English and provided in large font, with family members also sent letters and fact sheets outlining the changes.

Group and one-on-one briefings and information sessions were held, supported by hard-copy surveys designed to be easy to read and complete. iPads were available on site so residents could access the project website and complete the survey online, with the website able to be translated into other languages. Staff and family members provided support where needed to help residents access information and participate.

## **Advocacy**

An advocacy letter was distributed to 18 advocacy representatives including Victorian and Australian Government Ministers and MPs, peak body and advocacy groups for distribution via local networks.

# Survey analysis

A community survey was available on Council's Have Your Say platform for a month from 25 February to 25 March 2026 with hardcopy versions distributed to Warrawee, and several community sites. During this period, Glen Eira's Have Your Say page received **984** views, **905** visits, and **52** downloads of key documents. In total, Glen Eira received 340 survey submissions made up of both online and hardcopy surveys.

The survey was structured into three sections:

- **Demographics:** All participants were first required to complete three demographic questions. Based on their responses, participants were then directed to one of two tailored sections.
- **Warrawee Community:** Participants who identified as part of the Warrawee Community (either residents or family members of residents) were asked to complete a further 11 questions, comprising a mix of open and closed-ended questions designed to capture both qualitative and quantitative insights.
- **Broader Community:** Participants who identified as members of the broader community were directed to a separate section and asked to complete nine questions, also using a combination of open and closed-ended questions.

Some survey questions were mandatory or included response limitations (for example, selecting a maximum number of options). Several hardcopy survey responses did not comply with all mandatory requirements. These responses were recorded and included in the dataset as submitted, to ensure all feedback was captured accurately.

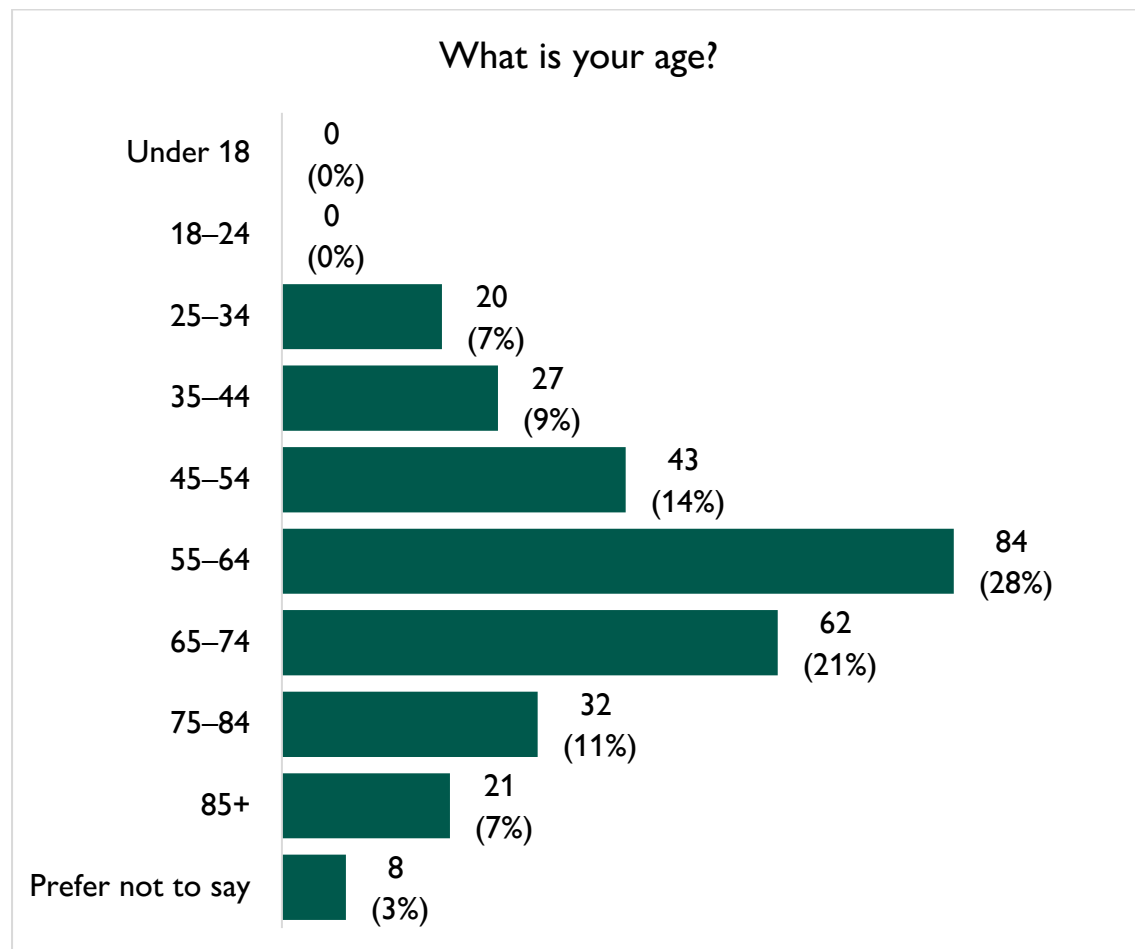
## Demographic responses: Warrawee Community and general community

### Question one: What is your age?

This question was answered by 297 survey respondents (**87 per cent**). Most responses came from respondents in their middle years or older. The highest respondents were

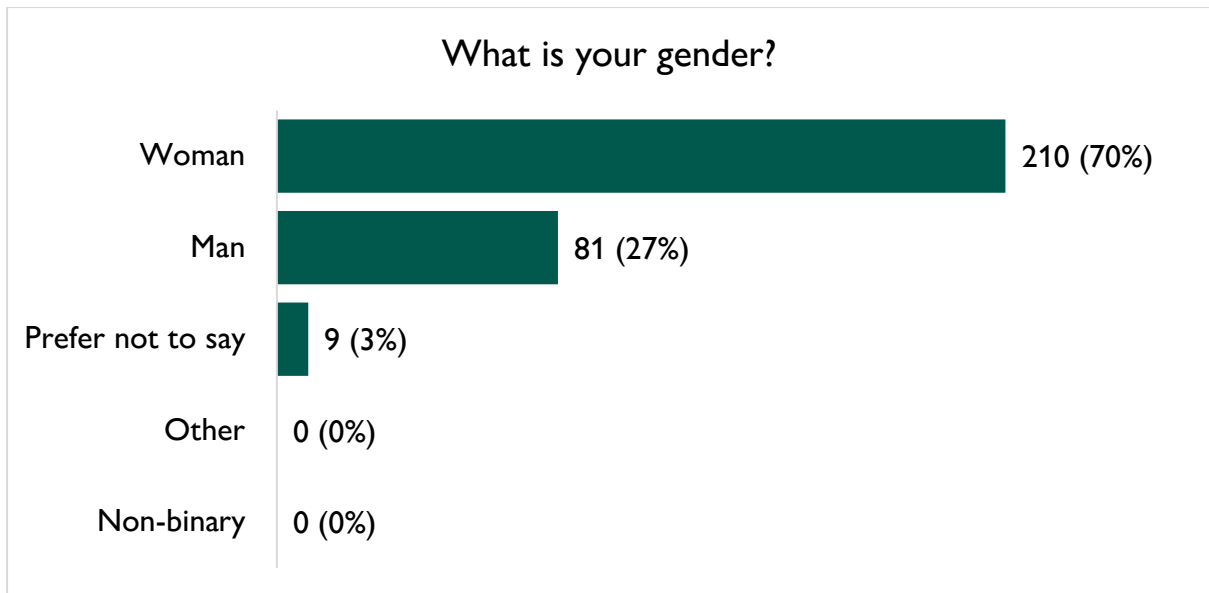
people aged 55–64 years of age – 84 respondents (**28 per cent**) and people aged 65–74 years of age – 62 respondents (**21 per cent**).

There were no responses received from people below the age of 25 years and a small percentage (**3 per cent**) chose not to disclose their age by answering ‘prefer not to say’.



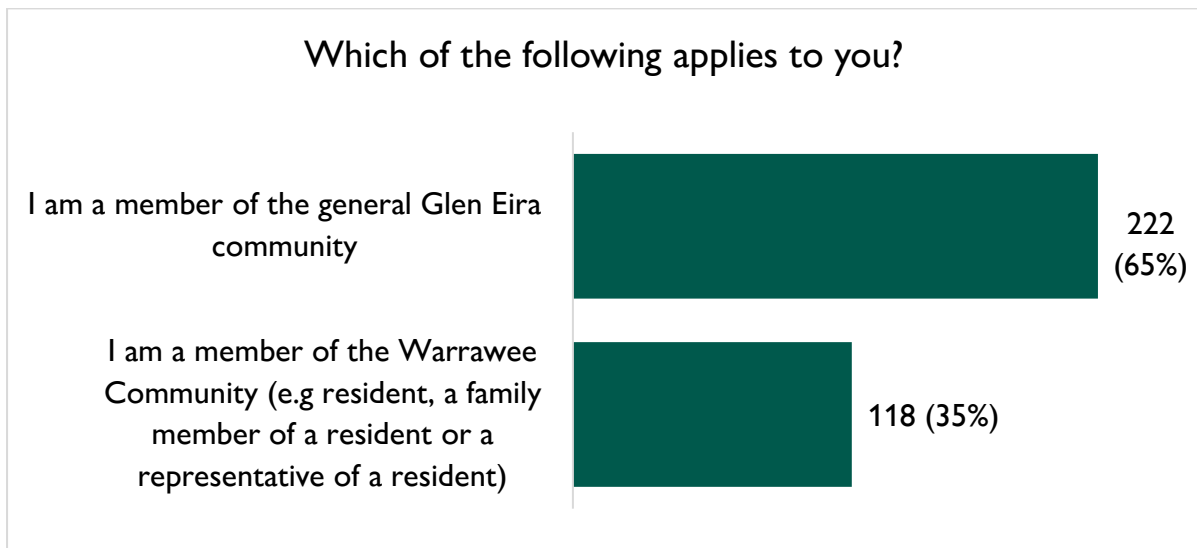
## Question two: What is your gender?

This question was answered by 300 survey respondents (**88 per cent**). The majority of responses came from women – 210 respondents (**70 per cent**) with only 81 responses (**27 per cent**) from men. A small percentage, 9 respondents (**3 per cent**) chose not to disclose their gender by answering ‘prefer not to say’.



### Question three: Which of the following applies to you?

All 340 respondents answered this question. The majority of people 222 respondents (**65 per cent**) identified as coming from the broader Glen Eira community with 118 respondents (**35 per cent**) identifying as being part of the Warrawee community (a resident or family member of a resident).



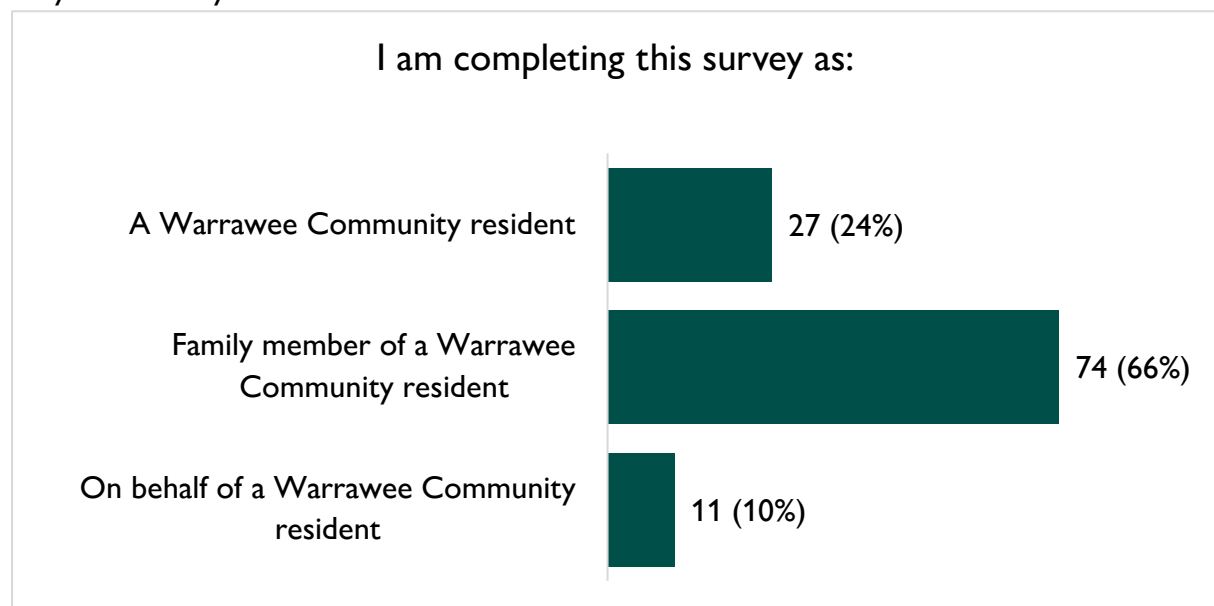
# Warrawee Community survey responses

The next 10 questions analyse the responses from the 118 people (**35 per cent**) who identified as residents or family members of residents from Warrawee Community.

## Question one: I am completing this survey as:

- A Warrawee Community resident
- Family member of a Warrawee Community resident
- On behalf of a Warrawee Community resident

This question was answered by 112 survey respondents (**95 per cent**) of the Warrawee community (who identified as either a Warrawee resident or a family member of a resident). Of the 112 responses to this survey question, approximately 38 respondents (**34 per cent**) were Warrawee residents who either completed the survey themselves (27 respondents - **24 per cent**) or had someone else complete it on their behalf (11 respondents - **10 per cent**). The majority, 74 respondents (**66 per cent**) identified that they were family members of a Warrawee resident<sup>1</sup>.



## Question two: Why did you choose Warrawee Community?

This question was answered by 116 survey respondents (**98 per cent**) of the Warrawee community. Respondents could select all options that applied. The top three responses for

<sup>1</sup> Informal feedback suggests that many surveys were completed jointly by residents and family members.

why survey respondents chose Warrawee as their preferred aged care facility for themselves or a family member were:



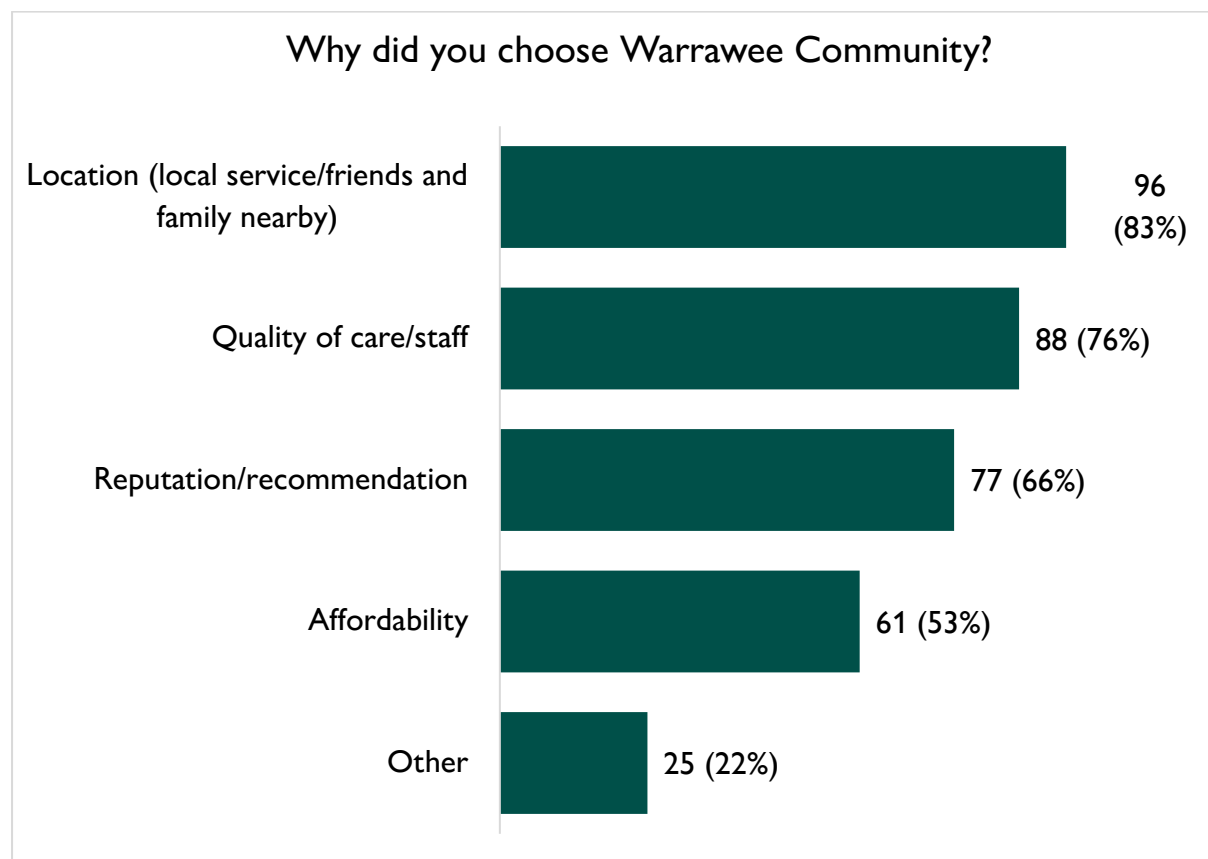
Location (local service/friends and family nearby) 83%



Quality of care/staff 76%



Reputation/recommendation 66%



A total of 25 responses (**22 per cent**) were received in the ‘Other’ category, detailing additional reasons for choosing Warrawee. These responses largely align with the multiple-choice selections provided above. Responses most commonly highlighted high-quality, person-centred care and staff and the home-like environment at Warrawee. Other comments included being close to family and local networks, positive reputation and recommendations, and confidence in a Council-run, not-for-profit model. The feedback has been themed and summarised in the table below.

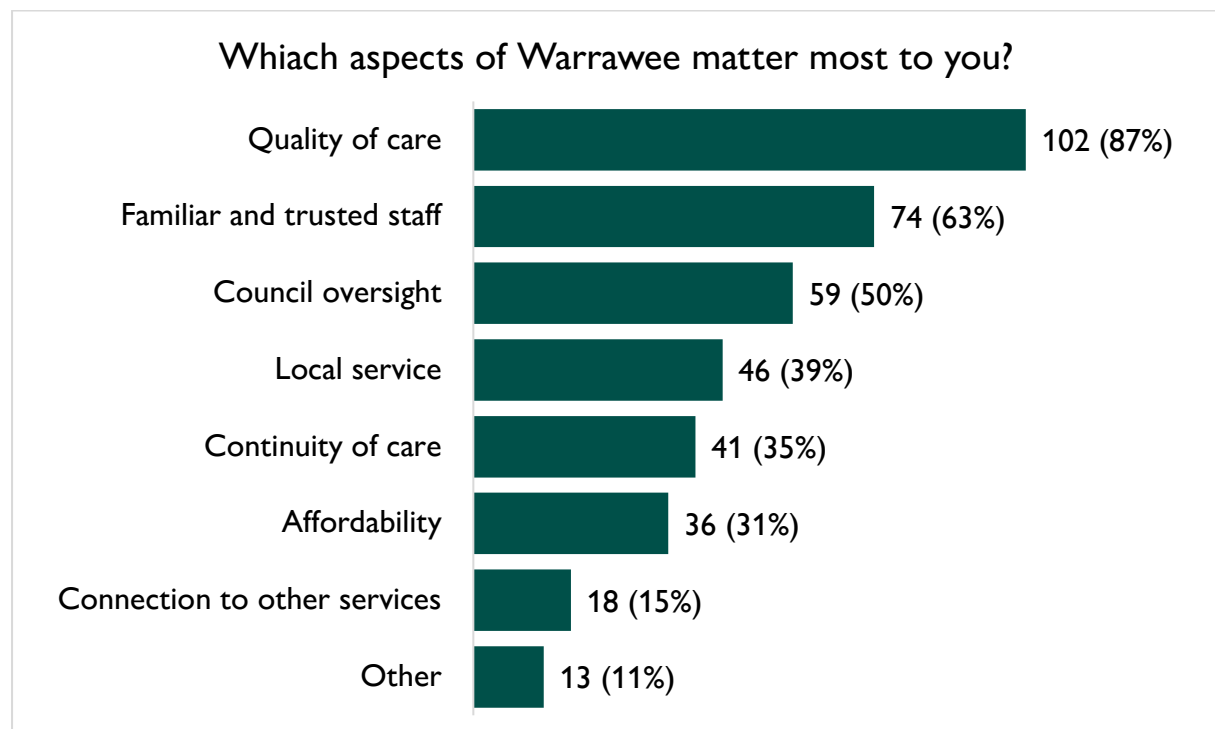
| Theme                                                                 | What we heard                                                                                                                                                                                                                              | Mentions* |
|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Quality, person-centred care and staff, focused on resident wellbeing | <ul style="list-style-type: none"> <li>Strong satisfaction with quality of care, staff and the dignity of residents</li> </ul>                                                                                                             | 9         |
| Home-like environment and physical setting                            | <ul style="list-style-type: none"> <li>Warrawee feels like a home rather than an institution, with appreciation for small-scale living, gardens, courtyards and a comfortable, welcoming environment with a sense of belonging.</li> </ul> | 8         |
| Close to family/ local service                                        | <ul style="list-style-type: none"> <li>Being close to family, friends and familiar community networks was highly valued, supporting regular visits, social connection and continuity of relationships.</li> </ul>                          | 6         |
| Reputation, recommendation and self-selection                         | <ul style="list-style-type: none"> <li>Positive word-of-mouth, resident reviews and comparative assessments influenced decisions to choose Warrawee over other facilities.</li> </ul>                                                      | 5         |
| Confidence in Council-run, not-for-profit model                       | <ul style="list-style-type: none"> <li>Trust in Council run service, preference for a Council provider rather than a profit-driven private service, including concerns about equity and outcomes under private provision.</li> </ul>       | 5         |
| Continuity of care and transition support                             | <ul style="list-style-type: none"> <li>Importance of transition and continuity following other Council service closures.</li> </ul>                                                                                                        | 2         |

\*Each survey response may reflect more than one theme.

### Question three: Which aspects of Warrawee Community matter most to you?

This question was completed by 117 survey respondents (**99 per cent**) of the Warrawee community. The top three aspects of Warrawee that mattered most to residents and family members were:

|                                                                                   |                            |     |
|-----------------------------------------------------------------------------------|----------------------------|-----|
|  | Quality of care            | 87% |
|  | Familiar and trusted staff | 63% |
|  | Council oversight          | 59% |



A total of 13 responses (**11 per cent**) were submitted under the 'Other' category, providing additional insights into what matters most to residents and family members about Warrawee. These responses largely align with the multiple-choice selections provided. The feedback has been themed and summarised in the table below.

| Theme                                               | What we heard                                                                                                                                                                                                                           | No. of responses* |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Proximity to family and local connections           | <ul style="list-style-type: none"> <li>Being close to family, friends and familiar local networks so loved ones can visit often and connections are maintained. Value of communication and interaction with other residents.</li> </ul> | 6                 |
| Quality of care, staff and wellbeing                | <ul style="list-style-type: none"> <li>Satisfaction with the quality of care, safety, dignity, food, activities and overall wellbeing of residents.</li> </ul>                                                                          | 5                 |
| Independence and quality of living environment      | <ul style="list-style-type: none"> <li>Ability to remain independent, with access to outdoor areas, gardens, comfortable living spaces and access to local community amenities.</li> </ul>                                              | 3                 |
| Community legacy, reputation and concern about sale | <ul style="list-style-type: none"> <li>Strong concern that Warrawee was built through community fundraising, has a positive reputation and should continue to serve the community, and not be sold.</li> </ul>                          | 3                 |

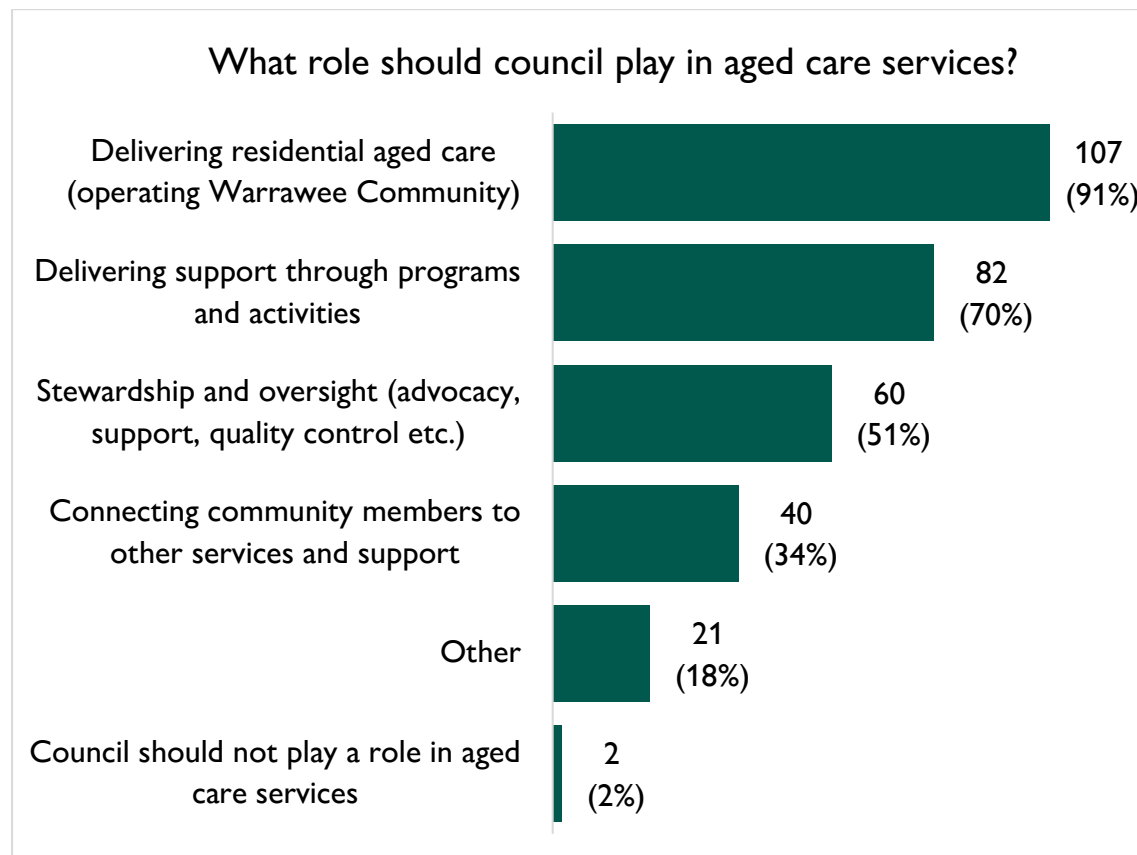
\*Each survey response may reflect more than one theme.

## Question four: What role should Council play in supporting older residents?

This question was answered by 117 survey respondents (**99 per cent**) of the Warrawee community. Respondents were asked to choose up to three of their top responses.

Residents and family members expressed strong support for Council having an active role in supporting older residents. The majority, 107 people (**91 per cent**) believe Council should continue delivering residential aged care through Warrawee Community. There was also high support from 82 people (**70 per cent**) that view Council's role as a provider of programs and activities for older residents.

Around half of respondents, (**51 per cent**) also chose stewardship and oversight as an important Council role, while a smaller figure 40 people (**34 per cent**), emphasised connecting residents to other services. Only 2 people (**2 per cent**) felt that Council should not play a role in aged care services, indicating that residents and family members want and expect Council's ongoing role and involvement.

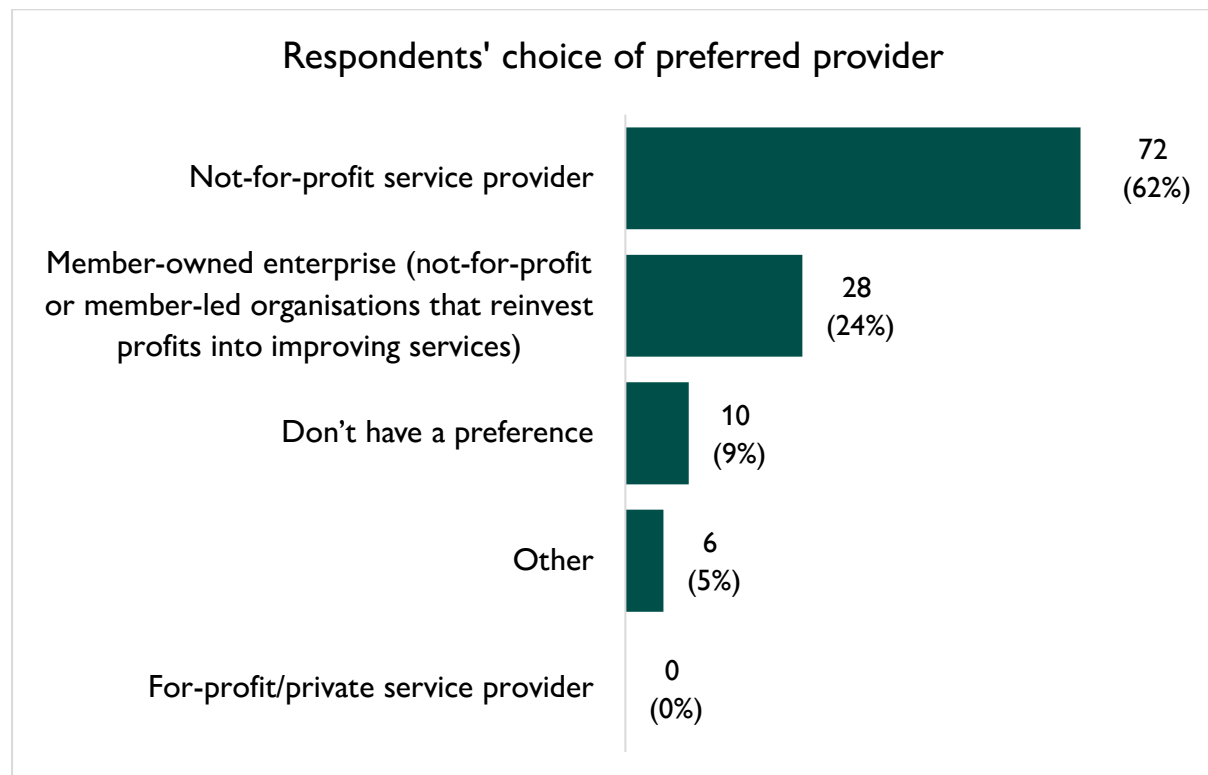


### **Question five: If Council were to transfer ownership of Warrawee Community, what would be your preferred provider?**

This question was answered by 117 survey respondents (**99 per cent**) of the Warrawee community. Respondents were asked to choose one option only.

The results suggest a strong preference by residents and family members for non-profit care providers if ownership of Warrawee Community were to transfer. Most respondents, 72 respondents (**62 per cent**), selected a not-for-profit service provider with a further 28 people (**24 per cent**) preferring a member-owned enterprise that reinvests profits into services. A small proportion, 10 people (**9 per cent**) reported no preference and 6 people

(5 per cent) selected ‘Other’. No respondents selected a for-profit or private service provider, suggesting a clear preference for not-for-profit ownership or member-owned provider structure.



## Why did you select ‘Not for Profit (NFP)’?

Of the 72 respondents who selected “Not for profit” (NFP) as their preferred provider, 56 respondents provided additional comments explaining their choice. Feedback across these responses was varied and is detailed in the table below.

| Theme                                                                        | Summary of responses                                                                                                                                                                                              | Mentions* |
|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Focus on resident care and wellbeing before profits                          | <ul style="list-style-type: none"> <li>NFP seen as prioritising residents’ needs, dignity, consistency and quality of care over profit-making leading to better services and better resident outcomes.</li> </ul> | <b>29</b> |
| Reinvest surplus back into care, staffing, facilities, training and programs | <ul style="list-style-type: none"> <li>Preference that any “profit/surplus” are reinvested to improve service quality and resident outcomes rather than shareholders.</li> </ul>                                  | <b>19</b> |

|                                                                                      |                                                                                                                                                                                                                                                  |           |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| More affordable and accessible than private providers                                | <ul style="list-style-type: none"> <li>Concern that for-profit / private providers have higher fees, due to extra costs (tax, shareholder dividends, return on investment).</li> <li>NFP seen as more likely to keep fees affordable.</li> </ul> | <b>16</b> |
| View that private providers cut costs and corners leading to lower standards of care | <ul style="list-style-type: none"> <li>Concern that profit drivers leads to reduced staffing and quality of care, activities, food and cleanliness of services.</li> </ul>                                                                       | <b>9</b>  |
| Preference for service to remain Council owned and run                               | <ul style="list-style-type: none"> <li>Council-run is preferred; for continuity of care of residents and families, to retain high quality care standards and as a public service catering for older residents in the community.</li> </ul>       | <b>8</b>  |
| Similar values-based model to Council run                                            | <ul style="list-style-type: none"> <li>NFP seen as the next-best “public good” option which is similar to a Council owned facility.</li> </ul>                                                                                                   | <b>7</b>  |
| Moral objection: aged care should not be privatised                                  | <ul style="list-style-type: none"> <li>Aged care seen as a community service and human right. Viewed as wrong to profit from caring for people especially vulnerable older people.</li> </ul>                                                    | <b>7</b>  |
| Better local connections and are more trusted                                        | <ul style="list-style-type: none"> <li>NFP viewed as more community-focused, locally connected and trusted more than for-profit providers.</li> </ul>                                                                                            | <b>5</b>  |
| Better transparency, governance and reputation                                       | <ul style="list-style-type: none"> <li>NFP perceived as more accountable, better governed, more reputable and more compliant (comments include Royal Commission references into aged care)</li> </ul>                                            | <b>5</b>  |
| Objection to how question framed                                                     | <ul style="list-style-type: none"> <li>Some objected to the premise/wording of the question, perceived as manipulative as transfer is to sell).</li> </ul>                                                                                       | <b>2</b>  |

\*Each comment may mention more than one theme.

## Illustrative quotes

*“A not for profit is preferable because it focuses on residents care and wellbeing rather than generating profits. Surplus funds are reinvested into staff, facilities and programs ensuring higher quality community focused care. This approach leads to better support, services and outcomes for residents.” ~ Family member of a Warrawee resident*

*“I do not believe community services should be run to generate a profit. Aged care is a service for the community. We are more important than roads, footpaths and libraries. People are important.” ~ Warrawee resident*

*“I selected a not for profit provider because the focus should remain on delivering high quality, consistent care rather than generating a profit. Warrawee residents are vulnerable members of our community and deserve continuity, dignity and person centred support. A not for profit is likely to reinvest back into staff, training and services which directly impacts residents wellbeing, which should always be at the forefront.” ~ Man, 65–74, Family member of a Warrawee resident*

## Why did you select ‘Member-Owned Enterprise’?

Of the 28 respondents who selected “Member-Owned Enterprise” as their preferred provider, 27 respondents provided additional comments explaining their choice. Feedback across these responses was varied and is detailed in the table below.

| Theme                                                                                                      | Summary of responses                                                                                                                                                                                                          | Mentions* |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Provide resident-centred care and a higher quality of care than for profits                                | <ul style="list-style-type: none"><li>Member-based NFPs are seen as more focused on residents’ needs, maintaining standards, and safeguarding quality of care.</li></ul>                                                      | <b>13</b> |
| Better alternative to corporate/for-profit providers who are perceived to prioritise profits ahead of care | <ul style="list-style-type: none"><li>Strong distrust of corporate/private models—concerns about prioritising shareholder returns, return on investment, cutting costs and providing compromised care to residents.</li></ul> | <b>13</b> |

|                                                                                                   |                                                                                                                                                                                                          |           |
|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Reinvest surplus back into services, facility, staff, programs                                    | <ul style="list-style-type: none"> <li>• Prefer that surplus/profits are reinvested into services, facilities and improvements— for the benefit of residents.</li> </ul>                                 | <b>11</b> |
| Preference for Council to retain ownerships due to quality of care and local pride in the service | <ul style="list-style-type: none"> <li>• Some respondents explicitly wanted Council to retain involvement/ownership, expressing trust and appreciation of Council supporting older residents.</li> </ul> | <b>4</b>  |
| Religious/church-based providers                                                                  | <ul style="list-style-type: none"> <li>• Some associated member-based/NFP providers with church and religious organisations (including personal faith as a reason).</li> </ul>                           | <b>3</b>  |
| Uncertainty about differences / general preference                                                | <ul style="list-style-type: none"> <li>• A small number were unsure about distinctions but still preferred non-profit/member-based as the “logical choice” or as a ‘lesser than three evils’.</li> </ul> | <b>3</b>  |
| Ethics/values based and low conflict of interest                                                  | <ul style="list-style-type: none"> <li>• Non-profits were linked with ethics, values and fewer conflicts compared with shareholder-driven models.</li> </ul>                                             | <b>2</b>  |

\*Each comment may mention more than one theme.

## Illustrative quotes

*“Its important profits are re invested into improving services and residents have input into how/what of the improved services.” ~ Warrawee resident*

*“The most likely to maintain care and keep the local community stakeholders engaged and provide an alternative to larger corporate aged care facility” ~ Warrawee resident*

*“It is important the character and quality of services currently provided at Warrawee are maintained and improved upon which I believe a not for profit or member led organisation can deliver. It is also important for residents and staff to have a say in these improvements from the reinvestment of profits.” ~ Woman, 55–64, Family member of a Warrawee resident*

## Why did you select ‘No Preference’?

Of the ten respondents who selected “Don’t have a preference”, four provided additional comments explaining their choice. Feedback across these responses was mixed and is summarised below.

| Theme                                                    | Summary of responses                                                                                                                                                                                                       | Mentions |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Positive views about Warrawee’s current service delivery | <ul style="list-style-type: none"><li>Quality of care is good and that management provides good services.</li></ul>                                                                                                        | <b>1</b> |
| Concern about the engagement process                     | <ul style="list-style-type: none"><li>View that a decision appeared to have already been made regardless of community feedback.</li></ul>                                                                                  | <b>1</b> |
| Financial stewardship and service prioritisation         | <ul style="list-style-type: none"><li>View that \$5.5 million could be directed towards broader community needs indicating conditional support for privatisation, provided residents and staff are not affected.</li></ul> | <b>1</b> |
| No preference                                            | <ul style="list-style-type: none"><li>Comment provided no further detail.</li></ul>                                                                                                                                        | <b>1</b> |

### Illustrative quotes

*“Care is good and management know what they are doing to provide good services” ~ Warrawee Community resident*

*“It’s apparent that irrespective of feedback a decision has already been made” ~ Family member of a Warrawee resident*

*“5.5 mil is alot of money and can be spent on a variety of other services and projects rather than a single service. Providing the service can continue to run privately, then there is no issues with privatising Warrawee. Open space, community programs, leash free areas, pavilions, roads, footpaths these are all programs that’s benefits the wider community. Warrawee whilst still very important service only assists a very small amount of residents. I only support privatisation*

*providing residents and staff are unaffected.” ~ Family member of a Warrawee Community resident*

## Why did you select ‘Other’?

There were six comments made under the “Other” category. Across these comments, respondents largely emphasised the high quality of care currently provided at Warrawee and expressed a strong preference to avoid changes to the current operating model.

| Theme                                                                  | Summary of responses                                                                                                                                                                                           | Mentions* |
|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Confidence in Warrawee’s current care and environment                  | <ul style="list-style-type: none"> <li>Views that Warrawee delivers strong care, dignity, and a nurturing environment; with wellbeing benefits from residents reported.</li> </ul>                             | <b>3</b>  |
| Preference to keep the current model and avoid change                  | <ul style="list-style-type: none"> <li>Respondents questioned why change is needed. Warrawee is seen as successful. Worried that change could destabilise residents or reduce what is working well.</li> </ul> | <b>3</b>  |
| Concerns about a for-profit/business model impacting care and staffing | <ul style="list-style-type: none"> <li>Profit model was linked to views about understaffing, turnover, and staff cutbacks, with concern this could reduce the quality of care.</li> </ul>                      | <b>2</b>  |
| Protecting vulnerable residents                                        | <ul style="list-style-type: none"> <li>Emphasis on the vulnerability of residents (including those with higher needs) and the importance of safeguards and oversight.</li> </ul>                               | <b>1</b>  |
| Transition from another facility                                       | <ul style="list-style-type: none"> <li>Resident who moved from another facility reported initial sadness but is now settled well at Warrawee.</li> </ul>                                                       | <b>1</b>  |

|                                                          |                                                                                                                                         |   |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---|
| Concern about the questions wording and trust in process | <ul style="list-style-type: none"> <li>One respondent felt the wording transferred was misleading as it meant would be sold.</li> </ul> | 1 |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---|

\*Each comment may mention more than one theme.

### Illustrative quotes

*“Several of us came to Warrawee from Rosstown. We were sad to leave Rosstown but given time we have settled in well at Warrawee” ~ Warrawee Community resident*

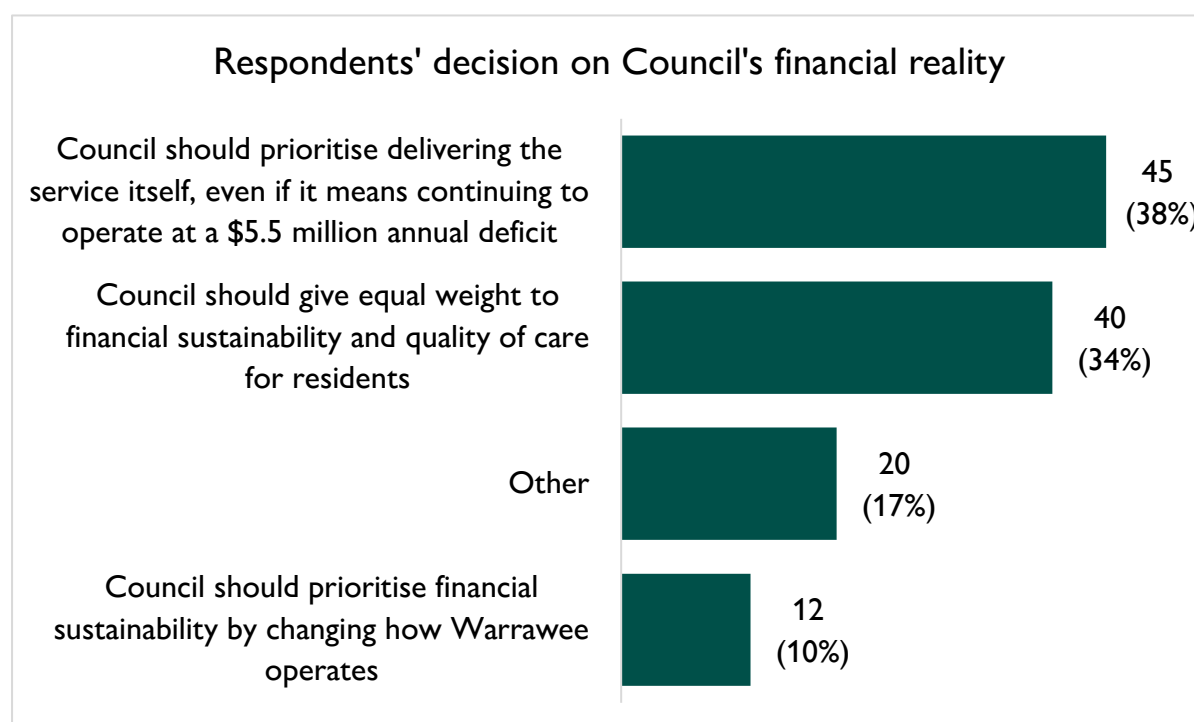
*“To remain council owned and operated. The vulnerability of elderly residents concerns me - people who may have dementia or may have families who are not as present as should be. In relation to this, private providers whose motivation perhaps leans more towards making money would potentially put these vulnerable individuals at risk. The council run Warrawee maintains high care standards while providing a nurturing environment to the aged community.” ~ Woman, 55–64, family member of a Warrawee Community resident*

## Question six: Warrawee Community is forecast to operate at an annual \$5.5 million deficit. How important do you think this financial reality should be in shaping Council’s decision about the future of Warrawee?

This question was answered by 117 survey respondents (**99 per cent**) of the Warrawee community. Respondents were asked to choose **one** option only.

The results suggest that most respondents want Council to keep delivering the service, even with financial pressure. The largest group, 45 respondents (**38 per cent**) said Council should keep running the service even if it continues to have a \$5.5 million yearly deficit. A similar number, 40 respondents (**34 per cent**) said Council should balance money issues with providing good quality care. Fewer people, 12 respondents (**10 per cent**) said Council should focus on financial sustainability by changing how Warrawee operates. Another 20 respondents (**17 per cent**) chose “Other”, suggesting different ideas.

Responses suggest that Warrawee residents and family members support continuing the service, with many also wanting Council to consider long-term financial sustainability at the same time.



### Question seven: If Council were to transfer ownership of the service to another provider, what would be important to you?

This was an open text question which was answered by 98 survey respondents (**83 per cent**) of the Warrawee Community.

The table summarises the key themes, examples of what respondents said, and the number of mentions made in the open text survey responses. The data suggests that people care mostly about quality of care and resident wellbeing if the service were transferred to another provider (**52 mentions**). Many also said it is important to keep current staff and staffing levels, so residents continue to see familiar and trusted carers (**40 mentions**).

Respondents also placed strong importance on keeping the facility and daily life the same, including activities, meals, gardens, and the welcoming community feel (**38 mentions**).

Affordability was another key concern, with people wanting fees and costs to stay reasonable and not increase under a new provider (**24 mentions**).

Other concerns included good management, strong oversight of any new provider, and minimal disruption to residents. A smaller number of respondents raised issues around security of tenure, the type of provider (preferring not-for-profit), Council keeping ownership, and the need for clearer financial information. The feedback suggests residents and family members want continuity, safety, and quality of care above all else. The feedback has been themed and summarised in the table below

| Theme                                                                                      | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Mentions* |
|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Quality of care and resident wellbeing                                                     | <ul style="list-style-type: none"> <li>• Maintain or improve standards and quality of care, including person-centred care, safety, nursing and allied health services, ability to access care when required, overall wellbeing of residents.</li> </ul>                                                                                                                                                                                                                                                                                                                         | <b>52</b> |
| Workforce stability (retain staff, staffing levels, conditions)                            | <ul style="list-style-type: none"> <li>• Retain existing staff, minimise turnover and casuals maintain staff-to-resident ratios, protect employment conditions.</li> <li>• Ensure familiar and trusted carers remain, offer training and transition support for staff.</li> </ul>                                                                                                                                                                                                                                                                                               | <b>40</b> |
| Maintain current facility, activities, services, amenity community feel and meal standards | <ul style="list-style-type: none"> <li>• Maintain events, activities, wellbeing programs, social and community engagement opportunities.</li> <li>• Maintain quality and quantity of meals, food cooked on site, nutritional standards, avoiding cost-cutting such as microwave meals.</li> <li>• Maintain, upkeep, gardens and ongoing community connection of this facility locally.</li> <li>• Maintain friendly, welcoming and respectful environment .</li> <li>• Upkeep and maintenance of buildings, gardens, accessibility (e.g. single level), cleaning and</li> </ul> | <b>38</b> |

|                                                                                        |                                                                                                                                                                                                                                                                                                                                                    |           |
|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
|                                                                                        | laundry services, and minor service improvements such as better internet access.                                                                                                                                                                                                                                                                   |           |
| Affordability (fees, bonds, costs, capped fees)                                        | <ul style="list-style-type: none"> <li>Keep fees and costs affordable, preventing cost increases for current residents, maintaining capped or regulated fees, concerns about charges rising under a new provider, affordability for residents on limited incomes. Ensure a level playing field where all services are provided equally.</li> </ul> | <b>24</b> |
| Management and operational efficiency                                                  | <ul style="list-style-type: none"> <li>Calls for better or more hands-on management, limiting expansion or resident numbers, improving efficiency, reducing waste, and more practical day-to-day operational decision-making.</li> <li>No financial deficit and effective transition to keep place running well.</li> </ul>                        | <b>15</b> |
| Governance, oversight, safeguards, performance and strong track record of new provider | <ul style="list-style-type: none"> <li>Strong oversight and accountability, enforceable safeguards to protect residents.</li> <li>Provider reputation, integrity, reliability, trust and clear guarantees about service quality.</li> <li>Performance to be as good or better than Warrawee.</li> </ul>                                            | <b>12</b> |
| Importance of continuity of care and minimal disruption                                | <ul style="list-style-type: none"> <li>Maintain existing routines, relationships and the “way Warrawee operates”, minimising disruption to residents’ lives, keeping services and care the same as they are now.</li> </ul>                                                                                                                        | <b>12</b> |
| Security of tenure for residents / guarantee that they won’t be relocated              | <ul style="list-style-type: none"> <li>Residents to remain at the current site.</li> <li>Guarantees that residents will not be relocated, will stay in their own rooms, have security of tenure, protection against closure or dislocation (including bed licence concerns).</li> </ul>                                                            | <b>6</b>  |

|                                                         |                                                                                                                                                                                                                                                                                                   |          |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Provider type and motives (NFP / avoid profit provider) | <ul style="list-style-type: none"> <li>• Preference for not-for-profit or community-based providers, concerns about profit-driven models, avoidance of providers with poor reputations</li> <li>• Performance and reputational check of new provider by families.</li> </ul>                      | <b>6</b> |
| Council to keep ownership                               | <ul style="list-style-type: none"> <li>• Opposition to selling or transferring the service</li> <li>• Preference for Council ownership</li> <li>• Concerns that residents' voices are not being heard</li> <li>• Belief that Council has a responsibility to support ageing residents.</li> </ul> | <b>5</b> |
| Financial transparency and deficit concerns             | <ul style="list-style-type: none"> <li>• Requests for clearer explanation of the reported deficit (e.g. \$5.5m), transparency around cost assumptions, questioning overhead allocations, and concerns that financial justifications are incomplete or misleading.</li> </ul>                      | <b>5</b> |

\*Each comment may mention more than one theme.

## Question eight: What would you like Council to consider when making this decision?

This was an open text question which was answered by 98 survey respondents (**83 per cent**) of the Warrawee Community. The feedback emphasised that residents' quality of care, wellbeing and stability is the highest consideration, with people wanting safety, dignity and minimal disruption through any change process (**58 mentions**). Many respondents also expressed a preference for Council to retain ownership and continue operating Warrawee, highlighting Council's responsibility to older residents, the facility's strong reputation, and its importance to the wider community (**31 mentions**).

Other themes focused on expectations of any potential new provider, managing the financial deficit without reducing care quality, keeping the service affordable, and maintaining stable,

experienced staff. A smaller number of comments raised questions about financial transparency, transferring Warrawee to a new provider, and trust in the engagement process. The feedback has been themed and summarised in the table below.

| Theme                                                 | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mentions* |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Quality of care, and wellbeing of residents           | <ul style="list-style-type: none"> <li>• People want residents to be kept in mind above all else including taking care of the welfare, quality care and quality of life.</li> <li>• They want to ensure residents are kept safe, treated with dignity, and have stability through this process.</li> <li>• They want residents and their families to experience minimal disruption and as little change as possible.</li> </ul>                                                                                                                                                                                                                                                                                              | 58        |
| Council to retain ownership and keep running Warrawee | <ul style="list-style-type: none"> <li>• People want Council to keep running Warrawee, and not sell or transfer it.</li> <li>• They want Council to remember Warrawee's roots.</li> <li>• To consider it as one of the finest examples of aged care services which is a credit to Council.</li> <li>• Council has a responsibility towards older residents and that funding facilities for residents in their latter years is just as important as funding early/childhood, library services etc. that are not used by all.</li> <li>• To keep the Royal Commission into aged care in mind and think about the investment already made.</li> <li>• To realise the importance of Warrawee for the wider community.</li> </ul> | 31        |

|                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |           |
|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Preferences and attributes of a new provider                       | <ul style="list-style-type: none"> <li>• Requests for new providers quality of service to have a 5-star rating and a good reputation.</li> <li>• They want NFP options not private providers.</li> <li>• They want them to be transparent and accountable with service and financials, have strong governance, oversight and safeguards.</li> <li>• To have similar values to Council and provide the same quality of care.</li> <li>• To deliver the same home and community feel that is there now and to protect the buildings food quality, activities, respite services and gardens.</li> </ul> | <b>12</b> |
| Council to retain ownership by changing model and managing deficit | <ul style="list-style-type: none"> <li>• People suggest Council try to manage the projected deficit by looking towards changing their business model and reducing waste (not care quality).</li> <li>• Providing suggestions on where cost saving can be made e.g. reducing administration, use of agency staff.</li> <li>• Suggesting Government support, subsidies, advocacy or changes to make the service financially sustainable.</li> </ul>                                                                                                                                                    | <b>12</b> |
| Keep affordable                                                    | <ul style="list-style-type: none"> <li>• People are worried about fees going up or new costs for residents and families if ownership changes.</li> <li>• Worried that there may no longer be one daily fee but new charges added for activities, wellbeing and laundry services that they won't be able to afford.</li> </ul>                                                                                                                                                                                                                                                                        | <b>10</b> |

|                                                        |                                                                                                                                                                                                                             |           |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Workforce, staff stability, level and conditions       | <ul style="list-style-type: none"> <li>People want familiar and experienced staff to stay, enough staff, and fair pay/conditions so care stays consistent.</li> </ul>                                                       | <b>10</b> |
| Financial transparency and deficit questions           | <ul style="list-style-type: none"> <li>People want clearer information about the deficit/costs and why it was not addressed earlier.</li> </ul>                                                                             | <b>3</b>  |
| Best outcome is to transfer Warrawee to a new provider | <ul style="list-style-type: none"> <li>People want Warrawee to be redeveloped to futureproof it for future generations.</li> <li>That transfer is the best outcome for all rate payers and to cover the deficit.</li> </ul> | <b>3</b>  |
| Engagement and survey concerns                         | <ul style="list-style-type: none"> <li>Some people urged Council to listen to the feedback in the survey and what families and residents want whilst other's view was that the decision had already been made.</li> </ul>   | <b>3</b>  |

\*Each comment may mention more than one theme.

### Question nine: Do you have any additional comments or suggestions?

This was an open text question which was answered by 75 survey respondents (**64 per cent**) of the Warrawee Community. Responses suggest strong support and praise for Council continuing to own and run Warrawee. There was also a focus on protecting care quality and resident wellbeing and addressing finances through efficiencies or funding without reducing care. The feedback has been themed and summarised in the table below.

| Theme                                           | Summary of responses                                                                                                                                                   | Mentions* |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Council to retain ownership and keep running it | <ul style="list-style-type: none"> <li>Comments calling for Council to keep owning and running Warrawee (not transferring, selling, leasing or closing it).</li> </ul> | <b>25</b> |

|                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |
|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Praise for Warrawee's homely environment, management, and staff    | <ul style="list-style-type: none"> <li>• Positive comments about Warrawee — best aged care facility.</li> <li>• Council should be congratulated with the standard of care, staff and management.</li> <li>• It is a home and residents are happy living there</li> <li>• Warrawee is as much about its staff as it is the facilities.</li> <li>• Warrawee is homely, supportive and friendly</li> </ul>                                                                                                                                                                                                             | <b>18</b> |
| Financial sustainability suggestions to address Warrawee's deficit | <ul style="list-style-type: none"> <li>• Comments about the deficit/funding and cost-saving ideas (efficiency, reducing waste) while not lowering care quality.</li> <li>• Look for extra funding/support (e.g., State/Federal help, subsidies, using rates/taxes to support the service) and manage costs more tightly.</li> <li>• Audit finances, reducing waste, streamline administration/management, recruit volunteers, reduce reliance on agency staff, and smaller operational savings such as stopping/limiting RAT testing, reducing meal waste, and avoiding unnecessary equipment purchases.</li> </ul> | <b>17</b> |
| Consider resident care, wellbeing and security                     | <ul style="list-style-type: none"> <li>• Comments about considering resident needs, looking after their care, safety, dignity, security, wellbeing, and quality of life.</li> <li>• Minimise change for resident keeping them settled and secure.</li> </ul>                                                                                                                                                                                                                                                                                                                                                        | <b>12</b> |
| Risk of closure redevelopment / asset stripping / bed licences     | <ul style="list-style-type: none"> <li>• Lack of assurance that Warrawee will not be closed by a new provide, services reduced and costs increased</li> <li>• Concerns about asset stripping, redevelopment, or selling bed licences/land if ownership changes.</li> </ul>                                                                                                                                                                                                                                                                                                                                          | <b>10</b> |
| Importance of workforce and staffing stability                     | <ul style="list-style-type: none"> <li>• Comments about keeping and finding experienced staff, maintaining staffing levels/skills, reducing reliance on agency staff.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>9</b>  |

|                                                        |                                                                                                                                                                                                   |          |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Provider type and motives (NFP vs private/for-profit)  | <ul style="list-style-type: none"> <li>• Preference for not-for-profit/community-based providers and concern about private/profit transfer to certain providers (incl. OPAL mentions).</li> </ul> | <b>7</b> |
| Engagement, communication and trust in decision-making | <ul style="list-style-type: none"> <li>• Concerns around engagement about fairness, timeframes (not rushing the decision) or decisions being already made.</li> </ul>                             | <b>4</b> |

\*Each comment may mention more than one theme.

## Question ten: Would you like to be kept informed about updates and decisions regarding Warrawee Community?

This question was answered by 91 survey respondents (**77 per cent**) of the Warrawee Community.

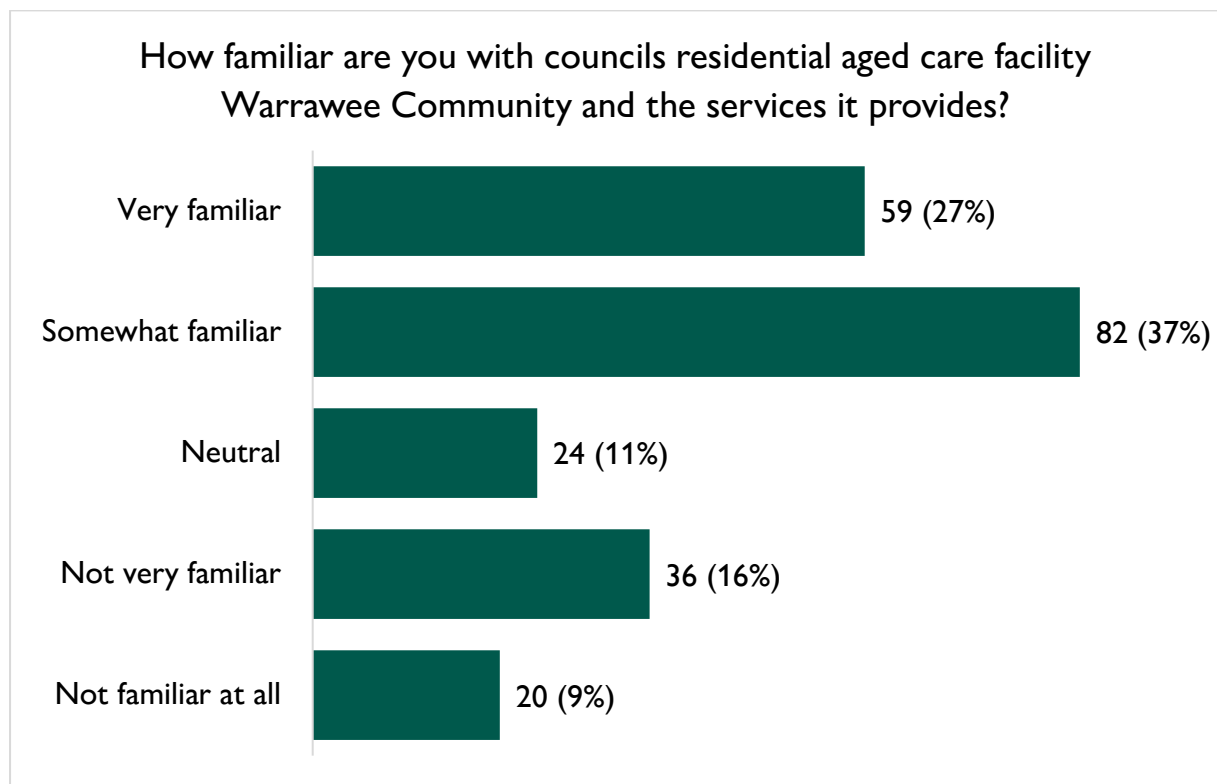
- 74 respondents (**81 per cent**) wanted to be kept informed about updates and decisions regarding Warrawee Community providing their email address.
- 17 respondents (**19 per cent**) did not.

## Broad community survey responses

The next eight questions analyse the responses from the 222 people who identified as general members of the broader Glen Eira community.

### Question one: How familiar are you with Council's residential aged care facility Warrawee Community and the services it provides?

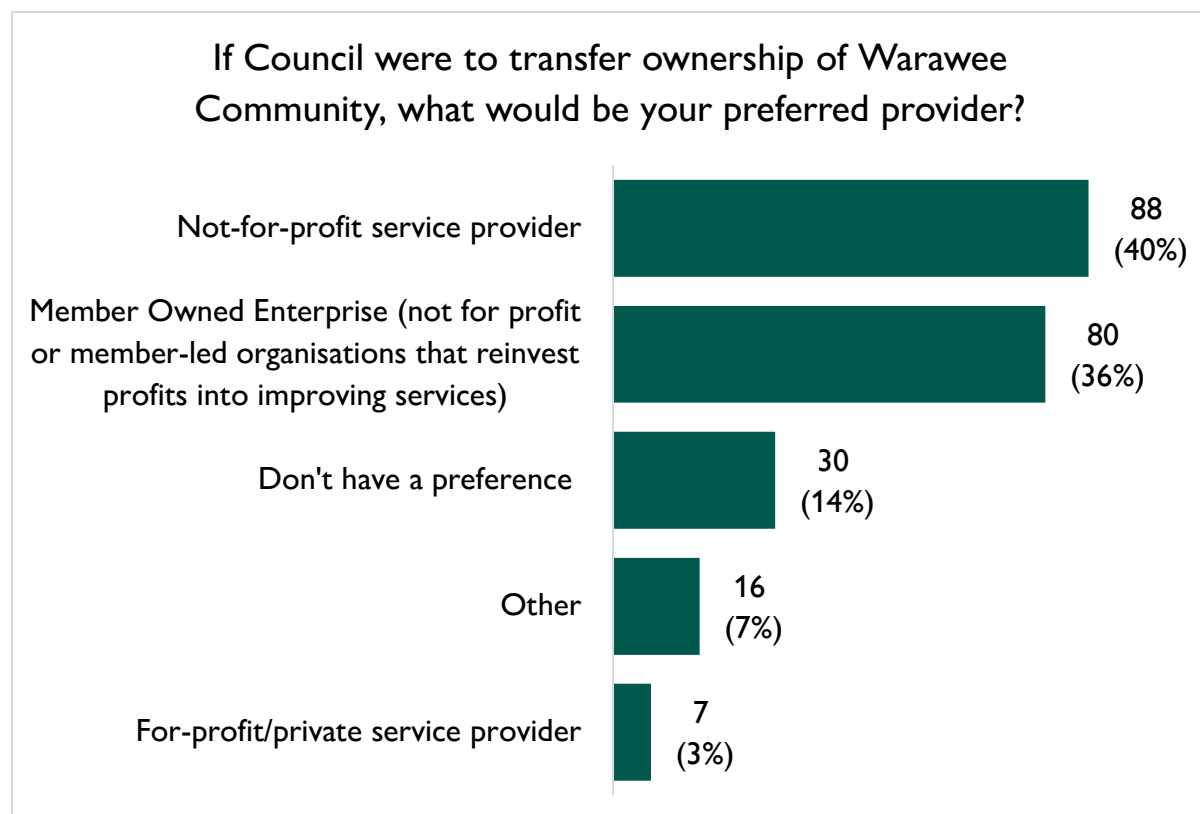
This question was answered by 221 survey respondents (**99 per cent**) who identified as general members of the broader Glen Eira community. Feedback suggests a moderate to high level of awareness of Warrawee Community within the general community. Around two-thirds of respondents (**64 per cent**) indicated they were somewhat familiar or very familiar with Warrawee and the services it provides. The remaining respondents reported being not very familiar (**16 per cent**) or not familiar at all (**9 per cent**), indicating that while Warrawee is well known to many, there is still a portion of the community with limited awareness of the facility. **11 per cent** of respondents provided a neutral response.



### Question two: If Council were to transfer ownership of Warrawee Community, what would be your preferred provider?

This question was answered by 221 survey respondents (**99.5 per cent**) who identified as general members of the broader Glen Eira community.

The results indicate a strong preference for non-profit and community-based care models. The largest group selected a not-for-profit provider 89 respondents (**40 per cent**), followed closely by a member-owned enterprise 79 respondents (**36 per cent**). Smaller numbers indicated ‘no preference’, ‘other’ or selected a ‘for-profit/private service provider’. Feedback suggests that most respondents would prefer a provider that is not profit-driven if ownership were to transfer.



## Why did you select ‘Not for Profit’?

Of the 88 respondents (**40 per cent**) who selected “Not for profit” (NFP) as their preferred provider, 78 respondents provided additional comments explaining their choice. Most respondents preferred not-for-profit models as they were viewed as best placed to maintain quality care and improve outcomes for residents (30 mentions). Almost as many comments opposed profit-focused private aged care (29 mentions), while a smaller number raised the importance of Council oversight, ethical concerns, affordability, and reinvesting profits into care (9 mentions or fewer across these themes). The feedback has been themed

and summarised in the table below.

| Theme                                                                     | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                          | Mentions* |
|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Maintain quality of care and deliver better outcomes for residents        | <ul style="list-style-type: none"> <li>• Considered best positioned to maintain high standards of care.</li> <li>• Expected to deliver improved outcomes for residents, and their families, friends, and staff.</li> <li>• Belief that a larger not-for-profit provider will bring stronger expertise and governance, enhancing service delivery.</li> <li>• Emphasis is on achieving positive community outcomes.</li> </ul> | <b>30</b> |
| Opposition to private aged care and 'profits focused providers            | <ul style="list-style-type: none"> <li>• Perception that for-profit providers will reduce costs in other areas to maintain margins.</li> <li>• Concern that privatisation may negatively impact food quality, resident activities, and staffing levels.</li> <li>• View that the aged care system should prioritise people and care outcomes over profit.</li> </ul>                                                          | <b>29</b> |
| Council should have continued oversight and hold new provider accountable | <ul style="list-style-type: none"> <li>• Perception that not-for-profit providers are more accountable to the community.</li> <li>• View that Council should retain ownership and expectation that Council maintains strong oversight, or establishes advisory boards, to monitor any new provider.</li> </ul>                                                                                                                | <b>9</b>  |

|                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                         |          |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Neutral or pragmatic views on ownership                  | <ul style="list-style-type: none"> <li>• Viewed as the most suitable option overall.</li> <li>• Considered the least problematic when compared to alternative options.</li> <li>• Seen as most aligned with the values of a Council owned facility.</li> <li>• Recognised as the option most likely to achieve broader community acceptance.</li> </ul>                                                                 | <b>8</b> |
| Privatising (or commercialising) aged care is unethical  | <ul style="list-style-type: none"> <li>• Not-for-profit models are generally perceived as more ethical.</li> <li>• View that sectors such as childcare and aged care should not operate on a profit-making basis.</li> <li>• Belief that essential services should not be driven by financial gain.</li> <li>• Concern that privatisation may increase the risk of overlooking or compromising human rights.</li> </ul> | <b>8</b> |
| Affordability for residents and families                 | <ul style="list-style-type: none"> <li>• Belief that costs are more likely to remain affordable under a not-for-profit provider.</li> <li>• Concern that a for-profit model may increase fees, reducing accessibility to residential care.</li> <li>• Expectation that resident fees should be kept as low as possible.</li> </ul>                                                                                      | <b>7</b> |
| Importance of reinvesting profits into care and services | <ul style="list-style-type: none"> <li>• Perception that not-for-profit providers prioritise quality of care over delivering returns to shareholders and reinvestment leads to improved outcomes and care for residents.</li> </ul>                                                                                                                                                                                     | <b>5</b> |

\*Each comment may mention more than one theme.

### Illustrative quotes

*“Providers who have to make a profit must make savings somewhere staff, meals & activities are the obvious place to make savings” – Woman, 75–84*

*“I believe that generally, the nfp sector provides a higher quality of aged care that is not driven by stakeholder/profit imperatives.” – Woman, 65–74*

*“I seems to be an option more aligned with a previously council provided service.” – Woman, 45–54*

*“We should not consider profits over the elderly health no aged care should be considered as a business we are talking about human beings” – Woman, 55–64*

## Why did you select ‘Member-Owned Enterprise’?

All 80 respondents (**36 per cent**) who selected “Member-Owned Enterprise” as their preferred provider, provided additional comments explaining their choice. Feedback across these responses was varied and is detailed in the table below.

| Theme                                                               | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Mentions<br>* |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Opposition to for-profit/private aged care and profit driven models | <ul style="list-style-type: none"><li>• Concern that private providers may take shortcuts in order to maximise profits and improve financial outcomes.</li><li>• Risk that these shortcuts could lead to a decline in the quality of care and services delivered.</li><li>• Perception that the aged care sector, and vulnerable elderly residents, may be subject to exploitation.</li><li>• View that profit is prioritised over the wellbeing and care of residents.</li><li>• Lack of confidence that for-profit providers will act in the best interests of residents.</li></ul> | <b>21</b>     |

|                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                          |           |
|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Maintain quality of care and deliver better outcomes for residents        | <ul style="list-style-type: none"> <li>• Perception that this option will deliver improved outcomes for residents.</li> <li>• Opportunity to provide more tailored services and higher-quality facilities.</li> <li>• Importance of maintaining the high standards of care already established.</li> <li>• Considered the option least likely to negatively impact residents' quality of life.</li> </ul>                | <b>21</b> |
| Importance of reinvesting profits into care and services                  | <ul style="list-style-type: none"> <li>• View that reinvesting profits back into the service will enhance the quality of care and overall service delivery.</li> <li>• Belief that this approach prioritises residents, supporting better outcomes and wellbeing.</li> </ul>                                                                                                                                             | <b>15</b> |
| Council should have continued oversight and hold new provider accountable | <ul style="list-style-type: none"> <li>• Preference for Council to remain the owner and continue running the service.</li> <li>• Expectation that Council undertakes thorough due diligence when selecting any potential buyer.</li> <li>• Desire for Council to maintain strong involvement in operations, even if ownership changes.</li> <li>• Importance of Council holding any new provider accountable.</li> </ul> | <b>9</b>  |
| Privatising (or commercialising) aged care is unethical                   | <ul style="list-style-type: none"> <li>• Not-for-profit models are generally perceived as more ethical.</li> <li>• View that sectors such as aged care should not operate on a profit-making basis.</li> <li>• Belief that essential services should not be driven by financial gain.</li> <li>• Concern that privatisation may increase the risk of overlooking or compromising human rights.</li> </ul>                | <b>8</b>  |

|                                         |                                                                                                                                                                                                                                                                                                                             |          |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Neutral or pragmatic views on ownership | <ul style="list-style-type: none"> <li>• Viewed as the most neutral and democratic option.</li> <li>• Considered a respectful choice for residents.</li> <li>• Some respondents expressed uncertainty or felt insufficiently informed to decide.</li> <li>• Perceived as the most practical and sensible option.</li> </ul> | <b>8</b> |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|

\*Each comment may mention more than one theme.

## Illustrative quotes

*“For profit providers have to return funds to shareholders while not for profit organisations reinvest excess funds back into their services.” – Woman, 45–54*

*“For profit/private services cost cut instead of providing good services and care and have a long track record of poor services especially in the aged care sector. The royal commission into aged care services was established due to poor performance....” – Man, 55–64*

*“Investment by + for members using the facility will result in more relevant resources suited to the needs of the members – its more empowering!” – Woman, 65–74*

*“I feel a member led/not for profit organisation would have the interests of the aged care residents as a high priority.” – Man, 55–64*

*“Too many care services privately owned abuse the ethics of care and run for profit over providing dignified care.” – Man, 55–64*

## Why did you select ‘No Preference’?

Of the 30 respondents (**14 per cent**) who selected “Don’t have a preference”, 14 provided additional comments explaining their choice. Feedback was mixed but leaned towards financial sustainability concerns, with the most common view being that Council operating Warrawee is financially unsustainable (6 mentions). Smaller numbers raised uncertainty due to limited information (3 mentions) and other views—such as specialist providers being better placed, Council’s moral responsibility, conditional support if care quality is maintained, and neutrality on ownership—were mentioned only a couple of times each.

| Theme                                                                    | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                                                             | Mentions* |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Financially unsustainable under Council operation                        | <ul style="list-style-type: none"> <li>• Perception that any alternative provider is preferable to continued Council operation.</li> <li>• View that Council cannot sustain operating Warrawee at a \$5.5M loss.</li> <li>• Concern that Warrawee should not remain the sole ratepayer funded aged care facility, with GECC residents bearing ongoing losses.</li> <li>• Belief that Council resources could be better allocated to other priorities.</li> </ul> | <b>6</b>  |
| Uncertainty or lack of information                                       | <ul style="list-style-type: none"> <li>• View that ownership structure is less informative than a provider's performance record.</li> <li>• Preference for assessing providers based on demonstrated quality of care and service history.</li> <li>• Concern that decisions cannot be made effectively with incomplete or uneven information.</li> </ul>                                                                                                         | <b>3</b>  |
| Specialist providers are better placed to operate aged care              | <ul style="list-style-type: none"> <li>• View that a dedicated aged care provider has the systems, policies, and procedures to operate more efficiently.</li> <li>• Suggests that a specialist provider may deliver higher-quality care.</li> </ul>                                                                                                                                                                                                              | <b>2</b>  |
| Council has a social responsibility or moral obligation to the community | <ul style="list-style-type: none"> <li>• View that Warrawee should remain Council-operated.</li> <li>• Belief that Council must focus on the future needs of the community.</li> <li>• Expectation that supporting older residents within GECC is a priority, with moral considerations given their contribution to the community.</li> </ul>                                                                                                                    | <b>2</b>  |

|                                                                  |                                                                                                                               |          |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------|
| Conditional support for new provider contingent on care quality. | <ul style="list-style-type: none"> <li>No preference for ownership structure, provided care quality is maintained.</li> </ul> | <b>2</b> |
| Neutrality on ownership                                          | <ul style="list-style-type: none"> <li>No strong preference regarding ownership structure.</li> </ul>                         | <b>1</b> |

\*Each comment may mention more than one theme.

### Illustrative quotes

*“As long as a professional well run organisation offering high standards I am happy” – Woman, 65–74*

*“As ratepayers we cannot continue to prop up this facility for less than 100 residents. Why are we doing this as the ONLY council or in reality ratepayer-funded run facility?” – Woman, 65–74*

*“I think the Warrawee residents, Glen Eira residents and council will be better off whoever purchases it. The Warrawee residents will have a better standard of care and services from specialist providers, and the Council will be better off financially and can allocate the savings to services and facilities others don’t provide. It also removes the risk from Council and its staff of operating in such a highly regulated and specialised area where failures can have catastrophic consequences” – Man, 55–64*

*“I don’t mind who you sell it to” – Woman, 45–54*

*“Don’t know enough about how aged care services are operated, and the pros and cons of each option.” – Man, 35–44*

### Why did you select ‘For profit’?

Of the 7 respondents (**3 per cent**) who selected “For-profit/private service provider”, 6 provided additional comments explaining their choice. Responses were mixed with a small number suggesting that financial backing and specialist expertise may better support quality care, alongside some views that Council operation is financially unsustainable, and a preference for mid-sized specialist providers rather than large corporates. The feedback has been themed and summarised in the table below.

| Theme                                                        | Summary of responses                                                                                                                                                                                                                                                                   | Mentions* |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Provide quality of care                                      | <ul style="list-style-type: none"> <li>For-profit owners are better positioned to provide quality care.</li> <li>Comments relating to striking a balance between the motive for profit and personalised care.</li> </ul>                                                               | 2         |
| Need for financial backing and organisational scale          | <ul style="list-style-type: none"> <li>Warrawee needs an owner with substantial financial backing to support its services and facilities.</li> </ul>                                                                                                                                   | 2         |
| Financial unsustainability of council operation              | <ul style="list-style-type: none"> <li>It is not sustainable for council to continue to operate Warrawee.</li> <li>It is more costly for council to operate than it would be otherwise.</li> </ul>                                                                                     | 1         |
| Preference for specialist providers but not large corporates | <ul style="list-style-type: none"> <li>There are organisations that have the proven ability to do exactly this.</li> <li>Concerns relating to selling to a large corporate aged care provider who might struggle to personalise their care.</li> <li>Midsized is preferred.</li> </ul> | 1         |

\*Each comment may mention more than one theme.

## Illustrative quotes

*“Site needs backing of a larger company with financial backing to assist.” – Woman, 45–54*

*“Council running this means it costs more to operate, requires external consultants for assistance which means higher fees & higher council rates to support it. Its not sustainable for the council to keep running it”. – Woman, 35–44*

*“Because large organisations across the country like Mecwacare have a proven track record and can easily run this facility for profit and good quality care for residents” – Man, 45–54*

*“As someone working within the Aged Care industry, private service provider are often able to provide strong levels of care. However, selling or transferring ownership to one of the larger*

*providers (i.e. Opal, Bupa, Estia etc) would be unwise as the level of service is far less personalised. A group of 5–15 is the sweet spot for high levels of care for residents”. – Man, 25–34*

## Why did you select ‘Other’?

Of the 16 responses (**7 per cent**) who selected ‘Other’ as a category all opposed transferring ownership and stated that Warrawee should remain owned and operated by Glen Eira City Council.

### Illustrative quotes

*“I don’t want Warrawee Community to be transfer the ownership to any of those Above” – Woman, 65–74*

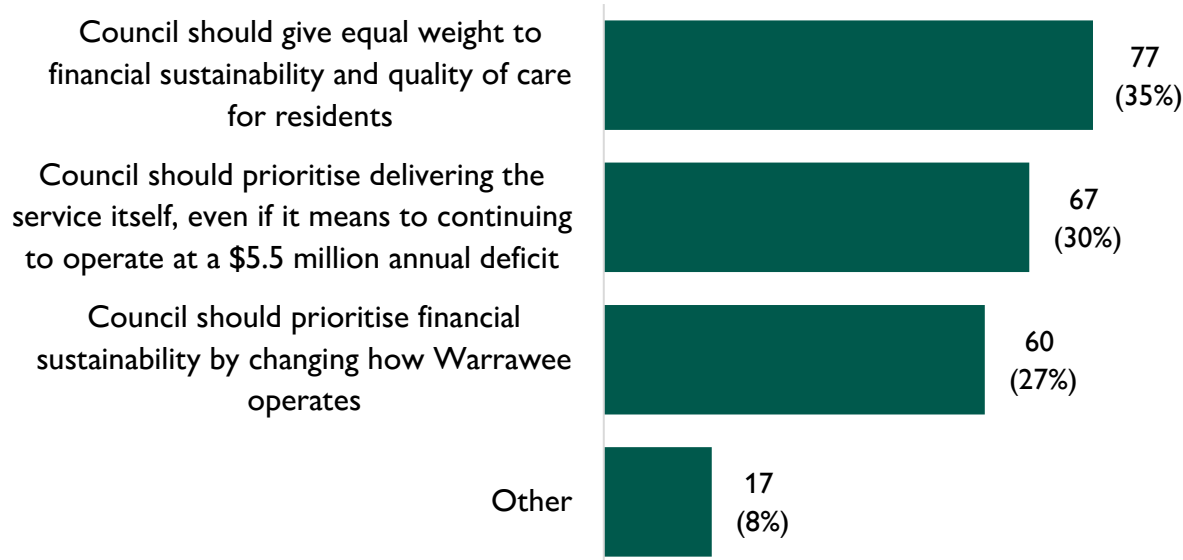
*“Retain as is” – Man, 65–74*

*“Ownership should stay with Council” – Woman, 35–44*

## Question three: Warrawee Community is forecast to operate at an annual \$5.5 million deficit. How important do you think this financial reality should be in shaping Council’s decision about the future of Warrawee?

This question was answered by 221 survey respondents (**99.5 per cent**) who identified as general members of the broader Glen Eira community. Responses were relatively evenly spread. The largest group, 77 respondents (**35 per cent**) felt Council should give equal weight to financial sustainability and quality of care. A similar but slightly less proportion, 67 respondents (**30 per cent**) believe Council should prioritise continuing the service, even if the deficit remains. A smaller group, 22 respondents (**10 per cent**) felt Council should prioritise financial sustainability by changing how Warrawee operates, while the remainder 17 respondents (**8 per cent**) selected “Other”.

Warrawee Community is forecast to operate at an annual \$5.5 million deficit. How important do you think this financial reality should be in shaping Council's decision about the future of Warrawee?



#### Question four: What role should Council play in supporting older residents?

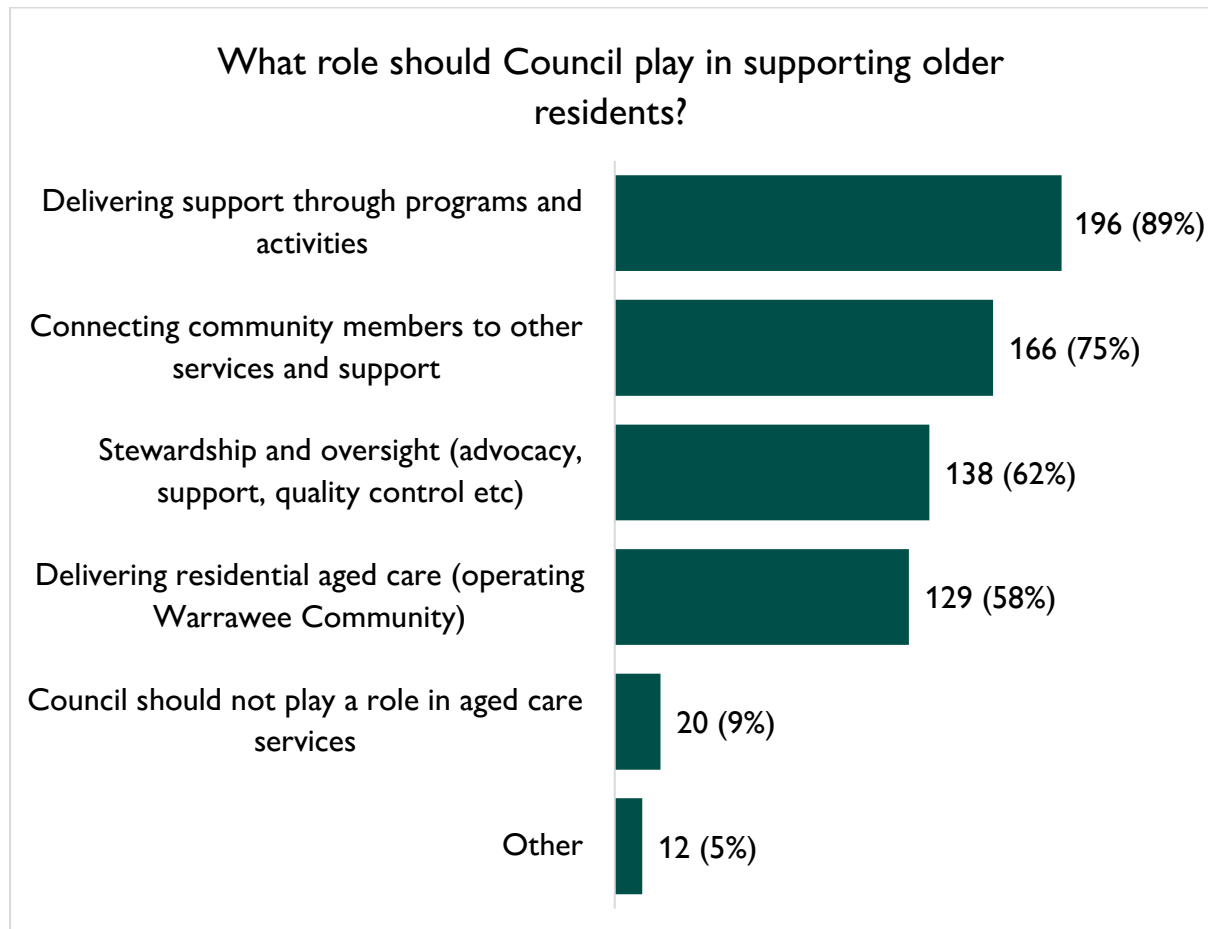
This question was answered by 221 survey respondents (**99.5 per cent**) who identified as general members of the broader Glen Eira community. Respondents were able to select more than one option.

The results suggest strong support for Council continuing to play an active role in supporting older residents. Most respondents, 196 respondents (**89 per cent**) supported Council delivering programs and activities, while 166 respondents (**75 per cent**) supported Council connecting residents to services.

There was also support for Council providing stewardship, oversight and advocacy 138 respondents (**62 per cent**) and for Council continuing to deliver residential aged care 129 respondents (**58 per cent**).

Only a small proportion of respondents, 20 respondents (**9 per cent**) felt Council should not play a role in aged care services.

Overall, the results indicate broad community support for Council's ongoing involvement in supporting older residents in a range of ways.



### **Question five: If Warrawee Community were transferred to a new provider, how might this affect you and your family?**

This was an open text question that was answered by 170 survey respondents (**77 per cent**) who identified as general members of the broader Glen Eira community.

Some respondents indicated there would be little or no direct impact, particularly if care quality remained the same. However, many expressed concerns or uncertainty, including worries about future affordability, quality of care, staff continuity and long-term impacts on family members. Several respondents also spoke about potential future impacts, even if there was no immediate effect. Feedback reflects mixed views, with a strong undercurrent

of concern about how a transfer could affect people over time. The feedback has been themed and summarised in the table below.

| Theme                                      | Summary of responses                                                                                                                                           | Mentions* |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| No perceived impact                        | <ul style="list-style-type: none"> <li>Comments noting that there is no impact.</li> <li>Grouped with if service quality is matched — no impact.</li> </ul>    | <b>51</b> |
| Worry and trust                            | <ul style="list-style-type: none"> <li>Feelings of general worry.</li> <li>Fear of uncertainty.</li> <li>Feelings of disappointment in Council.</li> </ul>     | <b>29</b> |
| Future impact                              | <ul style="list-style-type: none"> <li>Comments noting that although there is no current impact, future service delivery changes may cause impact.</li> </ul>  | <b>23</b> |
| Quality and continuity                     | <ul style="list-style-type: none"> <li>Concern that quality of service may decrease.</li> <li>Staff may find it difficult to find work.</li> </ul>             | <b>20</b> |
| Access and choice                          | <ul style="list-style-type: none"> <li>Removes local care options.</li> <li>Less choice.</li> <li>Wouldn't consider if facility is privately owned</li> </ul>  | <b>20</b> |
| Financial sustainability                   | <ul style="list-style-type: none"> <li>Transition would mean less expenditure to reduce Councils spending.</li> </ul>                                          | <b>16</b> |
| Council role to provide aged care services | <ul style="list-style-type: none"> <li>Comments noting that Warrawee is considered an essential Council service and should continue to be provided.</li> </ul> | <b>15</b> |
| Financial impacts on residents             | <ul style="list-style-type: none"> <li>Concern about the increased costs or fees for residents.</li> </ul>                                                     | <b>9</b>  |

\*Each comment may mention more than one theme.

Other comments with one mention each were, concerns around future development of the site, along with support for the transition away from Council ownership.

## Illustrative quotes

*“currently, there is no affect on my family or me” – Man, 65–74*

*“There are many Glen Eira residents whom are aging and albeit not there yet, it is absolutely concerning and worrying in the type of care that will be made available with a new provider. A new providers cost to enter aged care may be unaffordable and the level of care questionable.” – Woman, 55–64*

*“I would be very disappointed with Glen Eira council. Older family members would miss out on excellent aged care.” – Man, 55–64*

*“This decision impacts the entire GE community, not just those in aged care. Residential aged care is a core community service, and Council should continue providing services for all residents, regardless of age or cost.” – Woman, 25–34*

*“Less choice in where family are looked after in the future. I have always had trust in council run facilities.” – Woman 35–44.*

## Question six: What would you like Council to consider when making this decision?

This was an open text question that was answered by 178 survey respondents (**80 per cent**) who identified as general members of the broader Glen Eira community.

Feedback suggests respondents want Council to carefully consider the needs of residents, families and staff, alongside the wider Glen Eira community and ageing population. Many respondents emphasised that decisions should prioritise quality of care, choose a provider with a strong track record if transfer occurs, and address long-term financial sustainability. Some respondents also stressed that residential aged care should be viewed as an essential community service, not just a financial matter. The feedback has been themed and summarised in the table below.

| Theme                             | Summary of responses                                                                 | Mentions* |
|-----------------------------------|--------------------------------------------------------------------------------------|-----------|
| Consider people directly affected | <ul style="list-style-type: none"><li>Residents, family members and staff.</li></ul> | <b>51</b> |

| Theme                                                        | Summary of responses                                                                                                                                                                                                             | Mentions* |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Consider the wider community                                 | <ul style="list-style-type: none"> <li>• All residents of Glen Eira.</li> <li>• The aging population.</li> </ul>                                                                                                                 | <b>50</b> |
| Quality of care and provider capability                      | <ul style="list-style-type: none"> <li>• Care standards dropping.</li> <li>• Consider only reliable and proven service providers.</li> </ul>                                                                                     | <b>43</b> |
| Financial sustainability                                     | <ul style="list-style-type: none"> <li>• Transition would mean less expenditure to reduce Councils spending.</li> </ul>                                                                                                          | <b>39</b> |
| Council's role to maintain ownership and deliver the service | <ul style="list-style-type: none"> <li>• Considered an essential service.</li> <li>• Prioritise keeping the facility Council owned and operated.</li> <li>• Morally the right thing for Council to do is to continue.</li> </ul> | <b>36</b> |
| Financial impacts to residents                               | <ul style="list-style-type: none"> <li>• Concern of increased costs or fees for residents.</li> </ul>                                                                                                                            | <b>14</b> |
| Survey integrity                                             | <ul style="list-style-type: none"> <li>• Comment questioning the legitimacy of the engagement.</li> </ul>                                                                                                                        | <b>1</b>  |

\*Each comment may mention more than one theme.

### Illustrative quotes

*"Long term financial sustainability. The most appropriate role for local government"* – Woman, 55–64

*"The future of the aging population in Glen Eira"* – Woman, 65–74

*"Councils have a responsibility to provide services to their constituents. Aged Care should not be privatized, Glen Eira should show leadership and deliver a quality aged care service"* – Man, 75–84

*"Continuity and quality of care for residents."* – Woman, 25–34

*“Past proven track record of the new provider, staff to residents ratio, cost to residents, keeping the property & rent to new provider” – Woman, 45–54*

*“That the cost and complexity of aged care in 2026 is much greater than the past and it is time, and appropriate, to transfer Warrawee to an organisation that specialises in aged care services at scale.” – Woman, 55–64*

## Question seven: Do you have any additional comments or suggestions?

This was an open text question that was answered by 94 survey respondents (**42 per cent**) who identified as general members of the broader Glen Eira community.

Responses reinforced earlier themes, particularly Council’s responsibility to older residents, the importance of affordability, care quality and transparency, and concerns about potential impacts on staff and residents if ownership were transferred. Some respondents suggested alternative ways to manage the deficit through broader Council funding or cost management, while a smaller number supported transfer on financial sustainability grounds.

The feedback has been themes and summarised in the table below.

| Theme                                                    | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Mentions* |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Transferring ownership neglects Council’s responsibility | <ul style="list-style-type: none"><li>• View that Council has a responsibility to care for its ageing community members.</li><li>• Concerns that transferring ownership to another provider represents Council stepping away from this responsibility.</li><li>• View that Council should lead by example to other councils by remaining in the aged care.</li><li>• Perception that social services are often the first areas considered when Council needs to make cuts.</li></ul> | <b>17</b> |

|                                                                                               |                                                                                                                                                                                                                                                                                                                                                                         |           |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Concerns about financial sustainability if Warrawee remains Council operated                  | <ul style="list-style-type: none"> <li>Concerns that continued Council operation of Warrawee is unsustainable.</li> <li>View that Council's financial resources may be better allocated to other projects or infrastructure.</li> <li>Suggestions that Council explore fundraising or alternative revenue streams to support Warrawee's financial viability.</li> </ul> | <b>14</b> |
| Council should retain ownership and/or oversight                                              | <ul style="list-style-type: none"> <li>View that Council should explore all viable options before considering a transfer of ownership.</li> <li>Preference for Warrawee to remain Council-operated.</li> <li>If transferred, expectation that Council retains oversight and holds the new provider accountable.</li> </ul>                                              | <b>13</b> |
| Expressed need for governance, transparency and consultation                                  | <ul style="list-style-type: none"> <li>Community members emphasise the need for transparency and consultation before decisions are made.</li> <li>Questions raised about the structure and design of the survey.</li> <li>Requests for greater community involvement in the decision-making process.</li> </ul>                                                         | <b>12</b> |
| Warrawee's financial sustainability can be improved through broader Council cost efficiencies | <ul style="list-style-type: none"> <li>View that Warrawee's deficit could be reduced through the reallocation of Council funds from other areas or projects.</li> <li>Strong sentiment that Council should reassess and redirect inefficient or wasteful expenditure.</li> </ul>                                                                                        | <b>12</b> |

|                                                                   |                                                                                                                                                                                                                                                                                                                                 |           |
|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Concern transferring ownership will impact staff and care quality | <ul style="list-style-type: none"> <li>Concerns that a transfer of ownership may negatively impact staff retention.</li> <li>Recognition that Warrawee staff are highly committed and genuinely care for residents.</li> <li>Concerns that any loss of staff could lead to a decline in the current quality of care.</li> </ul> | <b>12</b> |
| Opposition to Warrawee's privatisation                            | <ul style="list-style-type: none"> <li>Shared concern that transferring to private ownership may shift priorities from quality care to profit maximisation.</li> <li>Concerns that cost-cutting to increase profitability could negatively impact the standard of care.</li> </ul>                                              | <b>9</b>  |
| Continuity of care                                                | <ul style="list-style-type: none"> <li>Concerns that a transfer of ownership may disrupt continuity of care.</li> <li>Feedback highlighting instability due to frequent management changes in aged care</li> <li>Concerns about the need to reassure and support current residents during periods of transition.</li> </ul>     | <b>4</b>  |

\*Each comment may mention more than one theme.

### Illustrative quotes

*"Leave it in local governments hands. To undo this would be to the detriment of the residents/ Privateers aim for profits, not people care."* – prefer not to say, 45–54.

*"\$5.5M loss for under 100 people isn't sustainable"* – Man, 65–74

*"I worry that Council is retreating from services needed by the less advantaged members of its community."* – Woman, 75–84.

*"Aged care facilities consistently change management."* – Woman, 75–84.

*“Whilst I can appreciate this is distressing for those who are directly impacted, holistically I think the community overall would benefit from the injection of the additional funding into projects and infrastructure that has more overall benefits.” – Woman, 45–54*

*“Council should focus on prioritising a smaller number of community services which they are uniquely positioned to provide (gaps in the market or unique facilities) and ensure they are delivered at the lowest cost & to the highest standards ensuring sustainability over the long term.” – Woman, 45–54*

*“The model is changing and the federal government needs to take more financial responsibility for aged care. Council rate payers cannot continue to subsidise” – Prefer not to say*

*“Keep people and programs as the priorities. Look at your budget and reassess.” – Woman, 65–74*

*“Council should have done this long time ago, in stead, council has wasted so much money on Warrawee.” – Woman, 45–54*

### **Question eight: Would you like to be kept informed about updates and decisions regarding Warrawee Community?**

This question was answered by 210 survey respondents (**95 per cent**) who identified as general members of the broader Glen Eira community.

- 107 respondents (**51 per cent**) wanted to be kept informed about updates and decisions regarding Warrawee Community providing their email address.
- 103 respondents (**49 per cent**) did not.

## Comparison and combined results: Warrawee Community and general community

Both the Warrawee Community survey and the general community survey included three identical questions. The following charts present a comparative analysis of responses across the two cohorts, along with the combined results.

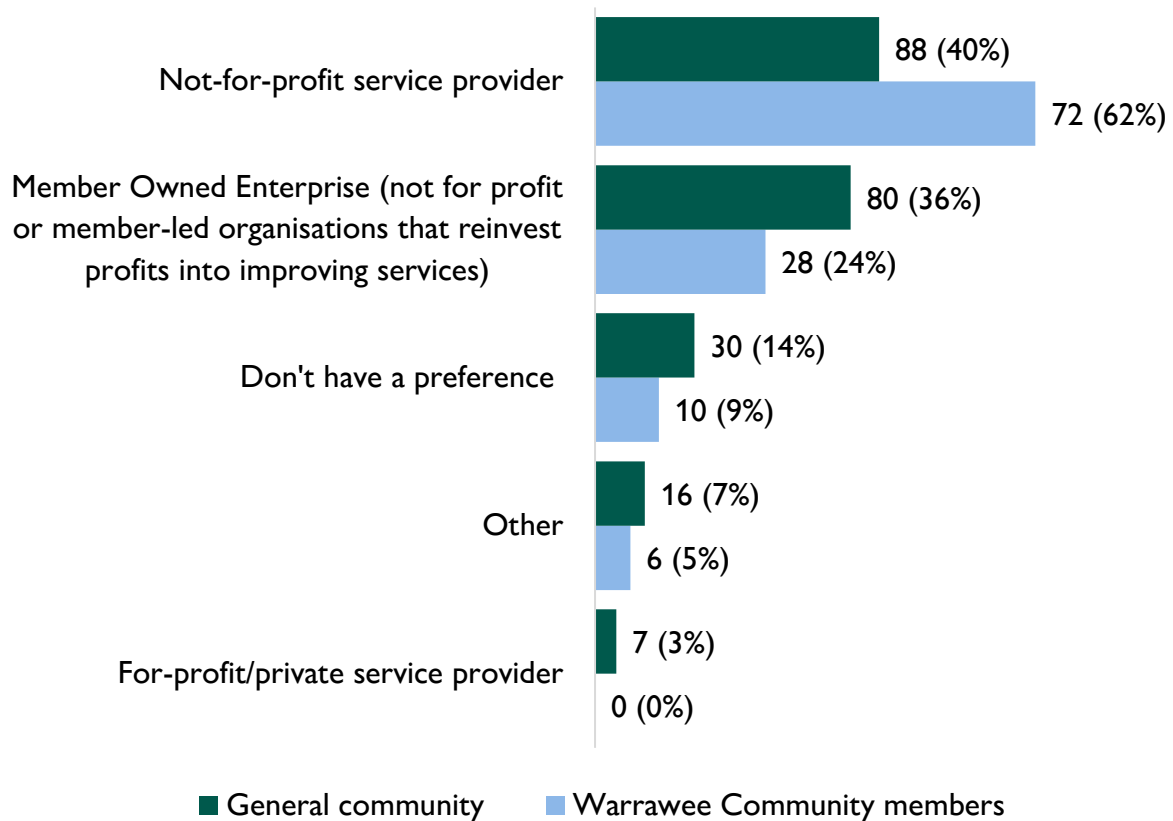
### **Question: If Council were to transfer ownership of Warrawee Community, what would be your preferred provider?**

Responses indicate differences between Warrawee Community members and the broader community in preferred provider models if ownership were to transfer. Not-for-profit providers are the dominant preference overall, with particularly strong support from Warrawee Community members, while the general community shows comparatively higher support for member-owned enterprise models. When responses are combined, the overall preference hierarchy remains unchanged.

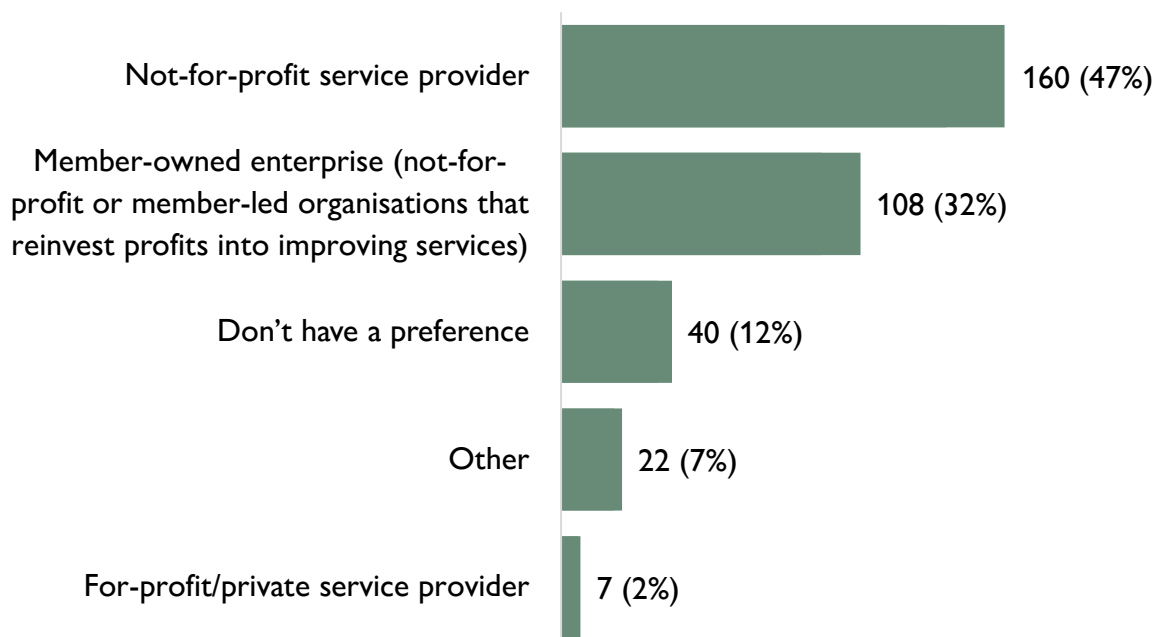
Key points:

- Not-for-profit service providers are more strongly preferred by Warrawee Community members (62 per cent / 72 respondents) than by the general community (40 per cent / 88 respondents).
- Member-owned enterprises are less preferred by Warrawee Community members (24 per cent / 28 respondents) compared to the general community (36 per cent / 80 respondents).
- Other provider options show minimal variation between cohorts, and when results are combined, not-for-profit providers remain the most preferred overall (almost half of respondents), followed by member-owned enterprises (over one-third of respondents).
- For-profit providers appear the least preferred option with only two per cent respondents choosing this option.

### Preferred providers compared across community cohorts



### Preferred provider – combined results



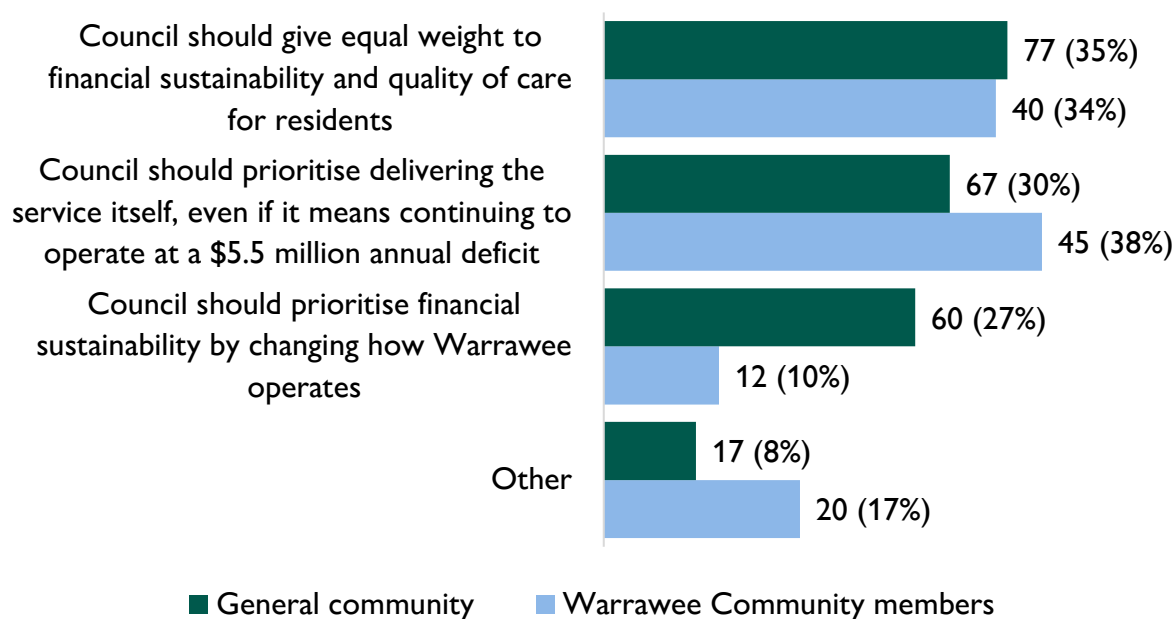
**Question: Warrawee Community is forecast to operate at an annual \$5.5 million deficit. How important do you think this financial reality should be in shaping Council's decision about the future of Warrawee?**

Responses indicate differing views between Warrawee Community members and the broader community on how the forecast annual \$5.5 million deficit should shape Council's decision-making. Warrawee Community members place greater emphasis on maintaining the service, even if it operates at a deficit, while the general community places more importance on changing how Warrawee operates to improve financial sustainability. When results are combined, respondents most commonly support balancing financial sustainability with quality of care, rather than prioritising one at the expense of the other.

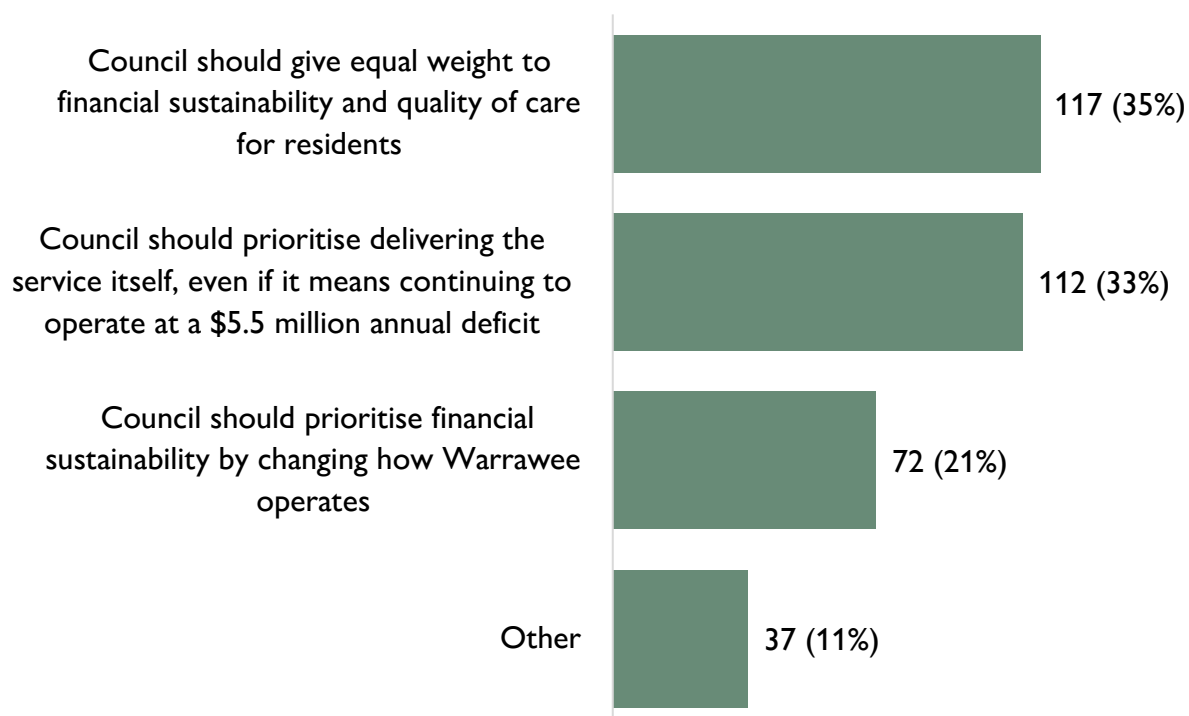
**Key points:**

- Prioritising service delivery despite operating at a deficit is more strongly supported by Warrawee Community members (38 per cent) than the general community (30 per cent).
- Giving equal weight to financial sustainability and quality of care is equally important to both cohorts (35 per cent each), making it the most supported option overall when results are combined.
- Changing how Warrawee operates to prioritise financial sustainability is rated as more important by the general community (27 per cent) than by Warrawee Community members (10 per cent), representing around one-fifth of all respondents overall.

### Financial considerations compared across community cohorts



### Financial considerations – combined results



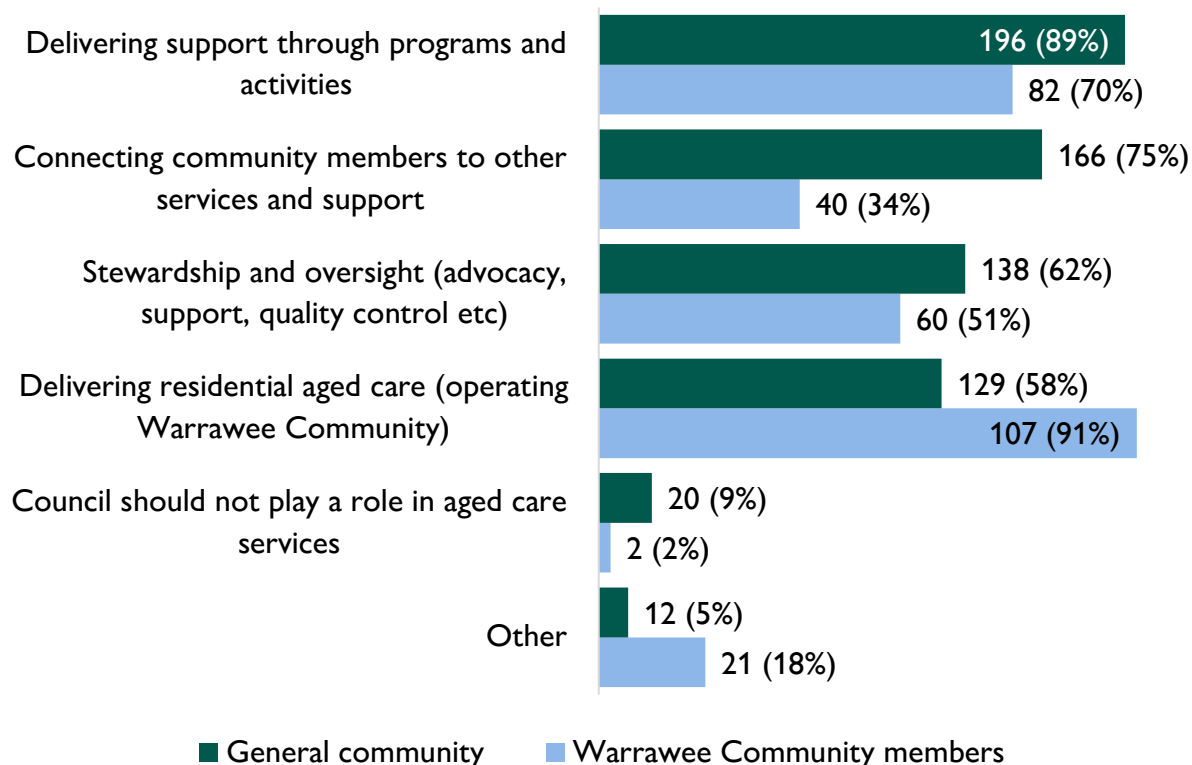
## **Question: What role should Council play in supporting older residents?**

Responses indicate clear differences between Warrawee Community members and the general community in how Council's role in supporting older residents is prioritised. Warrawee Community members place strongest emphasis on Council delivering residential aged care directly, while the general community places greater importance on broader support roles, including programs, activities and connecting people to external services. Stewardship and oversight is supported by both cohorts at similar levels.

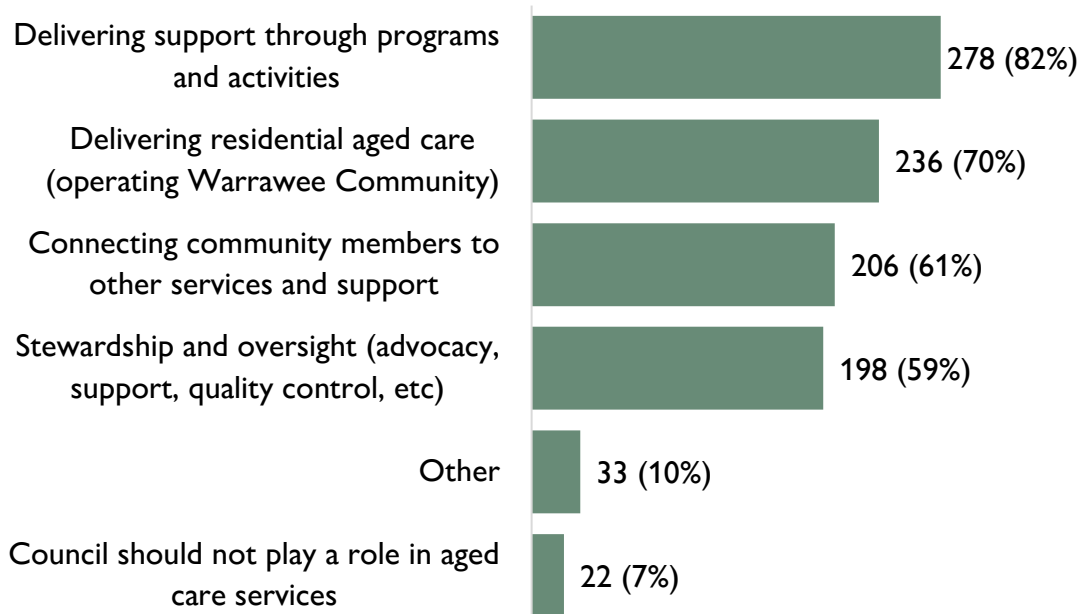
Key points:

- Delivering residential aged care is significantly more important to Warrawee Community members (91 per cent) than the general community (58 per cent).
- Programs, activities and community connection roles are prioritised more strongly by the general community (89 per cent), while Warrawee Community members show lower support for these broader roles.
- Stewardship and oversight is supported by a majority of both cohorts, indicating shared expectations for Council governance regardless of service delivery approach.

### What role should council play in supporting older residents?



### What role should Council play in supporting older residents – combined results



# Letter and email submissions

Over the engagement period we received a total of six letter submissions and five email submissions totalling 11 submissions.

## What we heard.

The sentiment and feedback across these submissions was predominantly opposed to transferring Warrawee. Feedback requested that Warrawee continue to be Council operated based on strong emotional, ethical and wellbeing grounds.

## Key themes across feedback

- **Resident wellbeing and continuity of care** are the highest priorities, with several comments expressing concern that change would negatively affect residents' mental, emotional and physical health.
- **Strong trust in current staff and management**, with fears that quality, consistency and compassion would decline under new ownership.
- Warrawee is widely valued as a **unique, home-like and community-centred** facility particularly like this because it is Council-run.
- **Change and uncertainty are viewed as traumatic**, especially for residents with dementia, disability or long tenure.
- While many acknowledge **financial pressures**, there is a strong willingness among some residents and families to:
  - Pay additional contributions voluntarily, or
  - Accept alternative funding solutions to support continued Council management.
- A minority of submissions support **outsourcing or transfer**, framing it as necessary to address structural financial and regulatory constraints, provided that robust protections for residents and staff are enforced.

The feedback mostly demonstrates strong community expectations around care quality, stability and public stewardship while acknowledging some tension around financial sustainability considerations. Although there is some acceptance that reform may be unavoidable, the dominant community expectation is that any decision must prioritise resident dignity, continuity, and safeguards over financial efficiency.

## Summary of individual letters and emails

| Letter/email                                    | Feedback                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Letter 1 – Addendum to Warrawee Survey (2026)   | <p>Summary: Opposed to privatisation and supportive of Council retaining ownership and control of Warrawee, with willingness to explore financial trade-offs.</p> <ul style="list-style-type: none"> <li>• Strong advocacy for continued Council operation of Warrawee despite acknowledged financial challenges.</li> <li>• Recognition of the \$5.5 million operating deficit, with suggestions for alternative funding options (e.g. increased rates, reallocating aged care funding categories).</li> <li>• Proposal that residents and pensioners may be willing to absorb modest cost increases.</li> <li>• Concern about privatisation, with fears that a new operator may close or asset-strip the facility.</li> <li>• Requests Council seek exemptions to the rate cap based on Warrawee's unique status as the only Council-run nursing home in Victoria.</li> <li>• Calls for stronger community consultation, potentially including a plebiscite or deferral to allow community sentiment to influence future councillors.</li> </ul> |
| Letter 2 – Cost-saving suggestion (RAT testing) | <p>Summary: To save on costs the submitter suggests discontinuing Routine Rapid Antigen Testing (RATs) as Warrawee appears to be one of the few facilities still conducting these.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Letter 3 – Support for management and staffing                 | <p>Summary: The submission expresses concern about fee increases under new ownership and is very positive of the current leadership at Warrawee.</p> <ul style="list-style-type: none"> <li>• Initial concern of increased fees under a new provider.</li> <li>• Positive feedback about current management, and the approachability and leadership of the manager.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Letter 4 – Concern about privatisation and impact on residents | <p>Summary: Opposes Warrawee privatisation and prioritises residents' wellbeing and care continuity.</p> <ul style="list-style-type: none"> <li>• Describes Warrawee as a home-like environment, visiting there for past five years.</li> <li>• Concern that privatisation would reduce staff volume, consistency and food quality.</li> <li>• Positive descriptions of staff care, cleanliness, and responsiveness to individual resident needs.</li> <li>• Concern about the ability of long-term residents to cope with change and lower-level care.</li> </ul>                                                                                                                                                                                                                                            |
| Letter 5 – Resident and family survey submission               | <p>Summary: Preference for Warrawee to remain Council run with conditional acceptance of transfer only to not for profit or member owned if stringent protections are guaranteed.</p> <p>Submitter has her mother in care and expresses strong detailed conditions for any transfer of ownership, including:</p> <ul style="list-style-type: none"> <li>○ No relocation of residents or changes to rooms.</li> <li>○ No increase in RADs or introduction of additional service fees.</li> <li>○ Preservation of current care levels and lifestyle activities.</li> <li>○ Retention of existing staff for continuity of care.</li> <li>• Significant concern identified that change could increase anxiety, reduce quality of life or potentially shorten life expectancy for vulnerable residents.</li> </ul> |

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                      | <ul style="list-style-type: none"> <li>• If Warrawee transferred prefers not-for-profit or member-owned providers only.</li> <li>• Requests for binding conditions, enforcement mechanisms, and penalties if obligations are not met.</li> <li>• Suggests that residents may be willing to voluntarily contribute financially to enable Council to retain the service.</li> </ul>                                                                                                                         |
| Letter 6 – Family member of resident with disability | <p>Summary: Strong support for continued Council management. Advocacy for sister who is a resident.</p> <ul style="list-style-type: none"> <li>• Strong concern about privatisation changing the character of Warrawee.</li> <li>• Warrawee has been a place of security, stability, warmth and friendship for her sister.</li> <li>• Fears increased use of agency staff and reduced care quality under private operation.</li> <li>• Emphasises the impacts on residents and family members.</li> </ul> |
| Email 1 – Community reflections                      | <p>Summary: Acknowledges financial reality but prioritises community and social value.</p> <ul style="list-style-type: none"> <li>• Recognition that financial losses require a solution.</li> <li>• Focus on the human and community values of Warrawee.</li> <li>• Appreciation of staff across roles and the emotional investment of the community.</li> <li>• Considers Warrawee as valued because of affordability and local connection to family.</li> </ul>                                        |
| Email 2 – Opposition to closure or transfer          | <p>Summary: Opposes transfer of Warrawee; requests residents and their care are prioritised over financial outcomes.</p> <ul style="list-style-type: none"> <li>• Compares Warrawee favourably to poorly managed aged care facility reported in the media.</li> </ul>                                                                                                                                                                                                                                     |

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                      | <ul style="list-style-type: none"> <li>• States Warrawee is well-run and worth saving, even if not profitable.</li> <li>• Willingness to pay higher fees to Council rather than see transfer to another operator.</li> <li>• Emphasises the emotional harm and loss of dignity that change will have with selling residents' "home".</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Email 3 – Anti-privatisation                         | <p>Summary: Opposes privatisation of Warrawee as a public service.</p> <ul style="list-style-type: none"> <li>• Frames Warrawee as a successful public asset that should remain in Council hands.</li> <li>• References negative outcomes of privatisation in aged care in media article.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Email 4 – Experience of previous amalgamation        | <p>Summary: Plea for Council to retain management of Warrawee to avoid further harm from previous experience of closure and consolidation of Rosstown Aged Care facility.</p> <ul style="list-style-type: none"> <li>• Recounts family members previous trauma experienced during earlier aged care consolidation.</li> <li>• Describes Warrawee as highly effective, caring and professionally managed and that family member is now resettled, well cared for and the healthiest she's ever been.</li> <li>• Is very concerned about re-traumatising residents and families with further uncertainty.</li> <li>• Requests Council demonstrate leadership by prioritising dignity and care of our elderly (who have contributed to community for many years) over profit.</li> </ul> |
| Email 5 – Submission supporting transfer of Warrawee | <p>Summary: Supports transfer or outsourcing on financial sustainability grounds, with mitigation measures.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>• Provides a financial and regulatory case for outsourcing or transfer, citing: <ul style="list-style-type: none"> <li>○ AN-ACC funding model impacts.</li> <li>○ Regulatory staffing mandates.</li> <li>○ Council financial sustainability risks.</li> </ul> </li> <li>• Argues single-site council operation is not viable long-term.</li> <li>• Recommends transfer to a registered provider as the preferred option.</li> <li>• Proposes mechanisms to protect residents and staff through legislative safeguards.</li> </ul> |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Illustrative quotes from emails and letters

*“Warrawee is home”*

*“This is not just a facility. This is the residents’ home, and change at this stage of life is incredibly hard.”*

*“It took months for her to settle after the last change. Another change would be traumatic.”*

*“The staff are very caring and excellent at their work. Continuity of care is vital.”*

*“Any private operator could not possibly maintain the standards we have been used to.”*

*“We chose Warrawee because it prioritises care, not profit.”*

*“It may not make a profit, but it is worthy of retaining for the good of the community.”*

*“Council has the unique opportunity to show that caring for the elderly matters more than profit.”*

*“If it meant Council could keep running Warrawee, we would be prepared to pay an additional fee.”*

*“We would rather pay more than see this place transferred to another operator.”*

*“No resident should be moved. No fees should increase. Staff must be retained.”*

*“Any transfer must include binding conditions with real consequences if they are not met.”*

*“The not knowing is causing anxiety not just to residents, but to families and staff.”*

*“We have lived through this uncertainty once before. We cannot go through it again.”*

*“The current model is not sustainable under new aged care funding and staffing requirements.”*

