



Alwyndor Management  
Committee

## NOTICE OF MEETING

Notice is hereby given that a meeting of the Alwyndor Management Committee will be held in the

Alwyndor Aged Care Meeting Room  
Dunrobin Road, Hove

Thursday, 21 February 2019 at 6.30pm

Justin Lynch  
CHIEF EXECUTIVE OFFICER

## Alwyndor Management Committee Agenda

### 1. OPENING

The Chairperson, Ms T Aukett will declare the meeting open at 6.30 pm.

### 2. KAURNA ACKNOWLEDGEMENT

*We acknowledge Kaurna people as the traditional owners and custodians of this land.*

*We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.*

### 3. APOLOGIES

3.1 Apologies received

3.2 Absent

### 4. DECLARATION OF INTEREST

*If a Committee Member has an interest (within the terms of the Local Government Act 1999) in a matter before the Committee they are asked to disclose the interest to the Committee and provide full and accurate details of the relevant interest. Committee Members are reminded to declare their interest before each item.*

### 5. CONFIRMATION OF MINUTES

#### Motion

That the minutes of the Alwyndor Management Committee held on 17 January 2019 be taken as read and confirmed.

### 6. REVIEW OF ACTION ITEMS

### 7. CONFIDENTIAL

7.1 Monthly Financial Report – January 2019 (Report No: 02/19)

*Pursuant to Section 83(5) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to the Alwyndor Management Committee Members upon the basis that the Alwyndor Management Committee consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Alwyndor Management Committee will receive, discuss or consider:*

- d. **commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and would, on balance, be contrary to the public interest.**

7.2 Short-term Strategy - Action Plan and Progress (Report No: 04/19)

*Pursuant to Section 83(5) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to the Alwyndor Management Committee Members upon the basis that the Alwyndor Management Committee consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Alwyndor Management Committee will receive, discuss or consider:*

- d. **commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and would, on balance, be contrary to the public interest.**

**8. REPORTS/ITEMS OF BUSINESS**

- 8.1 Draft 2019-20 Budget Process (Report No: 05/19)
- 8.2 Marketing and Communications Strategy – Progress Update (Report No: 06/19)
- 8.3 General Manager's Report (Report No: 07/19)
- 8.4 Corporate Governance (Report No: 08/19)

**9. URGENT BUSINESS – Subject to the Leave of the Meeting**

**10. DATE AND TIME OF NEXT MEETING**

The next meeting of the Alwyndor Management Committee will be held on Thursday 21 March 2019 in the Meeting Room, Alwyndor Aged Care, 52 Dunrobin Road, Hove.

**11. CLOSURE**

**JUSTIN LYNCH  
CHIEF EXECUTIVE OFFICER**

## **CITY OF HOLDFAST BAY**

**Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held at Alwyndor Aged Care, Dunrobin Road, Hove on Thursday 17 January 2019 at 6.30 pm.**

### **PRESENT**

#### **Elected Members**

Councillor P Chabrel

#### **Independent Members**

Chairperson – Ms T Aukett  
Mr T Bamford  
Ms J Bonnici  
Ms J Cudsi  
Mr K Cheater

#### **Staff**

Acting General Manager Alwyndor – Mr B Capes  
Personal Assistant – Ms R Gordon  
Financial Accountant – Ms A Klenk  
Best Practice and Innovation Coordinator – Ms R Cantos  
Residential Services Manager – Ms S Wirth  
Engagement and Communications Advisor – Ms T Helbers  
Home Support Services Manager – Ms N Jeffery  
Healthy Living Services Manager – Ms S Drew

### **1. OPENING**

The Chairperson declared the meeting open at 6.34 pm.

### **2. KAURNA ACKNOWLEDGEMENT**

With the opening of the meeting the Chairperson stated:

We acknowledge the Kurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kurna People today.

### **3. APOLOGIES**

3.1 For Absence - Cr S Lonie

3.2 Leave of Absence - Mr K Whitford

**4. DECLARATION OF INTEREST**

Members were reminded to declare any interest before each item.

**5. CONFIRMATION OF MINUTES**

**Motion**

**That the minutes of the Alwyndor Management Committee held on 18 December 2018 be taken as read and confirmed.**

Moved by Mr Bamford, Seconded by Cr Lonie Cr Chabrel

**Carried**

**6. REVIEW OF ACTION ITEMS**

**7. CONFIDENTIAL**

**7.1 Short-term Strategy (Report No: 01/19)**

**Exclusion of the Public – Section 90(3)(d) Order**

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 01/19 Short-term Strategy in confidence.**
- 2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 01/19 Short-term Strategy on the following grounds:**
  - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party as the knowledge of our requirement to employ additional resources may provide a commercial advantage to a third party regarding the sourcing and employment of those resources.**

**In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public**

**at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.**

- 3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.**

Moved Mr Bamford, Seconded Cr Chabrel

**Carried**

This report outlines the short-term plan for Alwyndor to focus on key priorities and address areas of risk.

### **Short Term Suspension of Meeting Procedures**

The Chairperson, Ms T Aukett with the approval of all members present suspended the meeting procedures pursuant to Regulation 20(1) of the *Local Government (Procedures at Meetings) Regulations 2013* for a period of 1 hour (or a period sufficient to facilitate informal discussion in relation to the matters raised by the General Manager Alwyndor and will resume at the discretion of the Presiding Member.

The meeting procedures were suspended at 6.38pm

The Chairperson brought the suspension of the meeting to a close at 7.41pm

Ms Jeffery, Ms Cantos, Ms Helbers and Mr Drew left the meeting at 7.42pm

*The Acting General Manager advised that the primary focus of the Executive team at this time is Alwyndor's accreditation. Alwyndor's accreditation expires in November. Alwyndor can expect an agency accreditation visit any time from May and will be one of the first organisations to go through accreditation under the new quality standards. As part of aligning to the new quality standards, we need to re-do all 355 care plans across Residential and Home Support departments. The Committee queried why it is necessary to re-do all care plans - the Residential Services Manager advised that current plans do not meet the new quality standards.*

*The Acting General Manager advised that an internal accreditation working party has been formed. This team will also address Alwyndor's preparedness for the Royal Commission. Although smaller providers have not been invited (or legally obliged) to respond to the Royal Commission – it has been requested that smaller providers make a submission. The Committee recognised that both accreditation and the Royal Commission are matters we must be properly prepared for. The Acting General Manager agreed to provide a copy of Alwyndor's submission to the Royal Commission to the Committee once complete.*

*The Committee acknowledged that we are in a position to use the accreditation preparation process to improve team culture and to bring into focus our key vision of "active, healthy and meaningful lives for all people as they age". The Committee*

*encouraged the executive team to communicate, and guide staff in how to generate the best outcomes for Alwyndor's community.*

*Short-term (three month) staffing resources required were discussed at length in order to prepare to meet the new quality standards and accreditation.*

*The Committee agreed that overall sustainability must also continue to be an area of ongoing prioritisation and focus.*

*The Committee acknowledged the efforts made by the executive team to focus on care, customers and compliance during a period of change in the aged care industry. The Committee also recognised that under the Acting General Manager the executive team are motivated and united to achieve these short-term goals and have the full support of the Committee.*

### **Motion**

**That the Alwyndor Management Committee:**

- 1. notes the information outlined in this report.**
- 2. agrees for the Acting General Manager to focus on and address key areas of risk over the next six months.**
- 3. approves the Acting General Manager to employ short-term additional resource to meet requirements as appropriate having regard to the key areas of risk identified as discussed.**
- 4. requests the Acting General Manager reports progress against an accreditation action plan to the Committee each month.**

### **RETAIN IN CONFIDENCE - Section 91(7) Order**

- 5. That having considered Agenda Item 7.1 Short-term Strategy (Report No: 01/19) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor, pursuant to section 91(7) of that Act orders that the Report and Attachments be retained in confidence for a period of 12 months and that this order be reviewed every 12 months.**

Moved Ms Cudsi, Seconded Ms Bonnici

**Carried**

## **7.2 Financial Update (verbal)**

### **Exclusion of the Public – Section 90(3)(d) Order**

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and**

Staff in attendance at the meeting in order to consider Report No: 81/18 Monthly Financial Report – October 2018 in confidence.

2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 71/18 Monthly Financial Report – October 2018 on the following grounds:
  - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Cr Chabrel, Seconded Ms Bonnici

Carried

Motion

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Agenda Item 7.2 Financial Update (verbal report) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved Mr Cheater, Seconded Cr Chabrel

Carried

Ms Wirth and Ms Klenk left the meeting at 8.10pm

**8. URGENT BUSINESS – Subject to the leave of the meeting**

8.1 Strategic Planning (verbal)

**Short Term Suspension of Meeting Procedures**



The Chairperson, Ms T Aukett with the approval of all members present suspended the meeting procedures pursuant to Regulation 20(1) of the *Local Government (Procedures at Meetings) Regulations 2013* for a period of 30 minutes (or a period sufficient to facilitate informal discussion in relation to the matters raised by the General Manager Alwyndor and will resume at the discretion of the Presiding Member.

The meeting procedures were suspended at 8.14pm

The Chairperson brought the suspension of the meeting to a close at 8.30pm.

**Motion**

**That Strategic Planning process be deferred until the appointment of a General Manager with the view of commencing in April but no later than 30 June 2019.**

Moved Ms Aukett, Seconded Mr Cheater

**Carried**

Mr Capes left the meeting at 8.32pm

**8.2 Recruitment of General Manager Alwyndor (verbal)**

*The Committee discussed the recruitment for the role of General Manager, Alwyndor.*

Ms Cudsi left the meeting at 8.44pm

Ms Cudsi re-joined the meeting at 8.45pm

**Motion**

**That the Alwyndor Management Committee recommend that the Chief Executive Officer consider having an experienced aged care professional on the interview panel for the recruitment of a GM for Alwyndor**

Moved Mr Cheater, Seconded Ms Bonnici

**Carried**

**9. DATE AND TIME OF NEXT MEETING**

The next meeting of the Alwyndor Management Committee will be held on Thursday 21 February 2019 in the Meeting Room, Alwyndor Aged Care, 52 Dunrobin Road, Hove.

**10. CLOSURE**

The meeting closed at 8.46 pm.

**CONFIRMED 21 February 2019**

**CHAIRPERSON**

Item No: 8.1  
Subject: DRAFT 2019/20 BUDGET PROCESS  
Date: 21 February 2019  
Written By: Financial Accountant  
A/g General Manager: Alwyndor, Mr B Capes

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## **SUMMARY**

This report outlines the draft budget process and timeframes, for the information of the committee.

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## **RECOMMENDATION**

That the Alwyndor Management Committee:

1. note the process and timeframes for the draft 2019/20 financial year budget.
  2. note that Alwyndor will aim for a business as usual budget for the 2019/20 financial year.
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## **COMMUNITY PLAN**

Community: Building a healthy, active and resilient community  
Community: Providing welcoming and accessible facilities  
Culture: Providing customer-centred services  
Culture: Enabling high performance  
Culture: Supporting excellent, efficient operations

## **COUNCIL POLICY**

Not Applicable.

## **STATUTORY PROVISIONS**

Not Applicable.

## **BACKGROUND**

Each year Alwyndor is required to develop an annual budget which reflects its income and expenditure for the following 12 months. The budget is based on historical information and takes into account known changes to income and expenditure dependent on legislative change, community expectations and changes to service provision.

## REPORT

The City of Holdfast Bay require Alwyndor to present the draft budget report at the Council Budget Workshop on 2 April 2019. This is to allow the Council Annual Business Plan and Budget to be available for Community consultation from 16 April to 14 May. The following process has been designed to complete requirements in the timeframe provided.

Date	Task	Attendees
18-Jan-19	All budget requests submitted (ie Business plans, capex)	Executive Team
13-Feb-19	Budget requests due back to Finance Department	Executive Team
20-Feb-19	Budget template, budget assumptions document & draft developed	Finance
21-Feb-19	Meet with Service Managers to discuss business plan and 1st draft budget	Finance, GM & Executive Team
27-Feb-19	Update budgets and email through to GM & Service Managers in preparation for 2nd meeting	Finance
28-Feb-19	2nd Meeting with Service Managers	Finance, GM & Executive Team
8-Mar-19	Final Changes & GM sign off	Finance and GM
11-Mar-19	Submit papers for workshop to be circulated	Finance
13-Mar-19	AMC Workshop	Finance, GM & AMC
19-Mar-19	Submit report and final papers to be circulated	Finance
21-Mar-19	Signoff of Alwyndor budget by AMC	Finance, GM & AMC
28 or 29th Mar (TBA)	Alwyndor presents budget to council SLT	Finance, GM & CHB SLT
29-Mar-19	Alwyndor provides budget to CHB Finance business unit	Finance
2-Apr-19	Council Workshop: Second draft budget workshop (Alwyndor present budget)	Finance, GM
9-Apr-19	Council : Draft annual business plan and budget	

18-Apr-19	Council: Audit Committee meeting (Review and comment on the draft budget and Annual Business Plan for consultation)	
16-Apr to 14-May-19	Community consultation (To seek community response on draft document)	
21-May-19	Council Workshop: Consultation results and further review	
28-May-19	Council: Community feedback results	
12-Jun-19	Council: Annual Business Plan and Budget adopted	

**BUDGET**

Not Applicable.

**LIFE CYCLE COSTS**

Not Applicable.

Item No: 8.2

Subject: **MARKETING AND COMMUNICATIONS STRATEGY 2019-20 –  
PROGRESS UPDATE**

Date: 21 February 2019

Written By: Communications and Engagement Advisor, Ms T Helbers

A/g General Manager: Alwyndor, Mr B Capes

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## **SUMMARY**

The Alwyndor Marketing and Communications Strategy 2019-20 (approved by the AMC on 20 November 2018) outlines the core initiatives that will better support and empower our people, promote our services and protect our reputation.

An urgent priority identified in the approved strategy was to develop a corporate identity kit (a professional suite of templates and tools), to enable us to better communicate with current and potential customers. This report outlines the work done to date, and requests approval to proceed with its implementation.

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## **RECOMMENDATION**

**That the Alwyndor Management Committee supports the immediate adoption of the new corporate identity kit, including the refreshed logo, to allow the timely and efficient roll-out of effective marketing and communications collateral within this financial year's marketing budget.**

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## **COMMUNITY PLAN**

Economy: Making it easier to do business  
Environment: Using resources efficiently  
Culture: Providing customer-centred services  
Culture: Enabling high performance  
Culture: Being financially accountable  
Culture: Supporting excellent, efficient operations

## **COUNCIL POLICY**

Not Applicable.

## **STATUTORY PROVISIONS**

Aged Care Quality Standards.

## BACKGROUND

In November 2018, the AMC supported the implementation of the Alwyndor Marketing and Communications Strategy 2019-20. The strategy addressed three main areas of communications:

1. Internal Communications:  
*Build user-friendly channels to improve staff engagement through effective communication*
2. Marketing and Promotions:  
*Develop tools and strategies to increase awareness and support sales in key service areas*
3. Stakeholder Relations:  
*Identify and mitigate risks to reputation through improved communication with stakeholders*

Under Marketing and Promotions, the most urgent core initiative is:

“Corporate Identity Kit: Develop a style guide and branded templates so we can produce flexible, engaging customer-centric collateral.”

## REPORT

As Alwyndor strives to meet the demands of the new, customer-centric standards for aged care, we urgently need to improve the quality, frequency and efficacy of our communications with our current residents, clients and stakeholders, and with our staff. And, in this increasingly competitive market, we need to actively compete to attract new customers. This means we need to present ourselves professionally and promote our service offerings strategically.

As outlined in the Alwyndor Marketing and Communications Strategy 2019-20, there are currently a number of barriers to achieving these urgent goals: we simply don't have the tools we need to present cohesive, consistent, engaging and professional communications. We have no templates; there is only one, low-resolution version of the Alwyndor logo; the logo is a five-colour design, in an inflexible format; we have no firm colour palette to work with, and no branding guidelines.

When staff wish to email a letter or memo, they are currently either working into a blank Word document, printing it onto letterhead, then scanning it before emailing it, or they are copying and pasting a logo into a blank Word document ('clipart-style', placing it wherever they think works best) and typing out their letter, often leaving out our contact details etc. When staff need to create a brochure or flyer, they are 'designing' over existing PDFs in Acrobat, which is not a publishing program, and is therefore difficult to use, and unstable, with unreliable results.

In this vacuum, it is time-consuming and inefficient to produce materials, and the results are inconsistent in look, feel, voice and quality. This undermines Alwyndor's efforts to present as a trusted, high-quality, professional service provider.

In line with the approved strategy, to address this, we developed a detailed brief and sought quotes from a range of design and communications suppliers. After comparing quotes and meeting with several suppliers, we chose to work with the Adelaide-based team, On Creative.

As part of the process, we supplied examples of our existing collateral and a collection of our previous logos, alongside our current logo, to look at how it has evolved over the years.

Early on, On Creative identified some issues with our current logo and the impression it creates. Given that we are starting with no real branding and no style guide, and that, within our sector and broader society, the 'the conversation around ageing' is changing, we discussed the possibility of modifying our logo. We agreed that there was an opportunity to explore this in order to appear modern (best practice) and positive, and to stand up against our competitors. Importantly, we agreed that this would only work if the logo were to 'evolve' rather than change completely. This was an approach which worked well for the City of Holdfast Bay. Its logo evolved into a refreshed version of what came before, which allowed Council to adopt a staged, affordable roll-out according to communications priorities, as assets were due to be replaced.

To facilitate On Creative's work on developing the concepts, we ran workshops with representatives of our three main service areas, Residential, Home Support and Healthy Living, as well as our Customer Liaison team. The findings of these workshops fed into a higher-level workshop with senior staff.

On Creative has presented a carefully considered concept that refreshes our logo and provides a fresh, modern colour palette that reflects today's more positive, optimistic, customer-centric approach to ageing and aged care.

The refreshed logo:

- honours our past (retaining the pear leaf that links us to the site's past as a working farm and fruit orchard)
- represents, graphically, our three main service areas and their overlap and connectivity
- moves away from spiky, sharp, angular shapes, presents 'friendly', rounded shapes that better convey a sense of our caring and nurturing mission
- moves our leaf motif from an autumnal, descending ('end of life') sensibility, to a more positive, spring-toned, up-lifting and optimistic sensibility
- moves our palette from a murky khaki, brown-toned green, to a fresh and vibrant spring green, which better pairs with brighter complementary colours to enliven our whole colour palette
- utilises a customised font, making it unique, so it will stand out from other logos. (Note, the stem of the leaf and the shape of the descender in the 'y' are in harmony)
- can be stacked with standard complementary text which reinforces our key service areas to convey, at a glance, what we offer.



If approved, the roll-out of this refreshed logo will be triaged according to our marketing and communications priorities – within our existing budget. Each piece of new collateral will be designed as a piece of ‘real-life’ material, with the design files delivered as a live template to allow for ongoing production in house. (For example, we will develop a real newsletter, with real text and images, then use that ‘real-life’ first edition as the template for producing future newsletters in house.)

## **BUDGET**

The Marketing and Communications Strategy 2019-20 utilises Alwyndor’s existing marketing budget. The roll-out of the key components of our Corporate Identity Kit fits within this financial year’s current budget.

## **LIFE CYCLE COSTS**

As above.

Item No: **8.3**

Subject: **ACTING GENERAL MANAGER'S REPORT**

Date: 21 February 2019

Written By: Acting General Manager

A/g General Manager: Alwyndor, Mr B Capes

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## **SUMMARY**

These items are presented for the information of Members. After noting the report any items of interest can be discussed and, if required, further motions proposed.

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## **RECOMMENDATION**

That the following items be noted and items of interest discussed:

1. Meeting Dates and Task Schedule
  2. WHS Implementation Plan
  3. Corporate Risk Register
  4. Feedback Analysis Report
  5. Legal and Industrial Matters
  6. Royal Commission into Aged Care Quality and Safety
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## **COMMUNITY PLAN**

Community: Building a healthy, active and resilient community

Culture: Providing customer-centred services

Culture: Enabling high performance

Culture: Supporting excellent, efficient operations

## **COUNCIL POLICY**

Not applicable

## **STATUTORY PROVISIONS**

Not applicable

## REPORT

### *Standing Items*

#### 1. Meeting Dates and Task Schedule

The register of meeting dates with attendance and annual governance task schedule listing are attached for reference.

*Refer Attachment 1*

A trail of the proposed update of annual governance task schedule listing is attached for discussion.

*Refer Attachment 2*

#### 2. WHS Implementation Plan

A monthly progress report on WHS has previously been provided for the information of AMC members. This reporting is currently incorporated within the Action Plan and progress update.

#### 3. Corporate Risk Register

The Corporate Risk Register is currently incorporated within the Action Plan and progress update.

#### 4. Feedback Analysis Report

An analysis of the feedback for the month of January will be tabled.

*Refer Attachment 3*

#### 5. Legal and Industrial Matters

The Acting General Manager will provide a verbal update on any legal or industrial matters.

#### 6. Royal Commission into Aged Care Quality and Standards

Alwyndor's submission to the Royal Commission into Aged Care Quality and Standards was submitted on Friday, 8 February 2019 and circulated in confidence to AMC members on Monday, 11 February 2019.

The Acting General Manager will provide a verbal update on the Royal Commission.



# Attachment 1





# Attachment 2



Item No: **8.4**  
Subject: **CORPORATE GOVERNANCE**  
Date: 21 February 2019  
Written By: Acting General Manager  
A/g General Manager: Alwyndor, Mr B Capes

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### **SUMMARY**

Due to greater scrutiny in the aged care sector, and the complexities of Alwyndor as an entity, it is recommended that Alwyndor seek legal advice to ensure compliance with all relevant legislation.

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### **RECOMMENDATION**

**That the Alwyndor Management Committee agree to the Acting General Manager seeking legal advice to ensure Alwyndor's governance structure is compliant with all relevant legislations.**

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### **COMMUNITY PLAN**

Community: Building a healthy, active and resilient community  
Community: Providing welcoming and accessible facilities  
Culture: Providing customer-centred services  
Culture: Enabling high performance  
Culture: Supporting excellent, efficient operations

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Local Government Act 1999, *Section 41 Committees*  
Aged Care Act 1997



## **BACKGROUND**

Alwyndor is subject to the Local Government Act and Aged Care Act, along with Australian Charities and Not-for-profit Commission, Australian Securities and Investment Commission, and ASX Governance Council – Corporate Governance Principles.

The Minister for Aged Care recently wrote to all providers encouraging their Directors and Boards to critically review the mechanisms supporting governance structures.

*Refer Attachment 1*

## **REPORT**

Due to greater scrutiny on corporate governance in the aged care sector, and the complexities of Alwyndor as an entity, it is recommended that Alwyndor undertake due diligence and seek legal advice to ensure that its governance structure complies with all relevant legislation.

## **BUDGET**

The cost associated with seeking legal advice will be charged against the professional fees and services budget.

## **LIFE CYCLE COSTS**

Not applicable.



# Attachment 1



**The Hon Ken Wyatt AM, MP**  
**Minister for Senior Australians and Aged Care**  
**Minister for Indigenous Health**  
**Member for Hasluck**

Ref No: MC18-023653

Chair  
City of Holdfast Bay  
52 Dunrobin Road  
HOVE SA 5048

Dear Chair

As you would be aware the Aged Care Quality and Safety Commission (Consequential Amendments and Transitional Provisions) Bill 2018 was passed by Parliament on 26 November, establishing the Aged Care Quality and Safety Commission from 1 January 2019. The new national independent Aged Care Quality and Safety Commission, together with the new Aged Care Quality Standards, which come into effect on 1 July 2019, will bring significant changes to aged care regulation.

For the first time, aged care regulation, compliance and complaints handling, will be brought together. Quality benchmarks focus not only on consumers, families, carers and representatives to help them understand what they can expect from a service, but also make regulation simpler for providers working across multiple aged care services, and encourage innovation, excellence and continuous improvement.

These new arrangements will increase expectations on the governing bodies of aged care providers to ensure that care is safe and of high quality and to promote a culture of safety and quality.

The vital role that the governing bodies of aged care providers play is confirmed by my personal experience. As I visit aged care services around Australia I have noticed a clear connection between organisations with strong governance arrangements and well-managed services that deliver high quality care to consumers.

The better performing organisations are most often driven by well-established Directors and Boards who oversee and maintain governance, management and service delivery frameworks that effectively deliver their vision for the organisation and its care recipients. It has been repeatedly shown that organisations and staff thrive where their leaders have established a caring, respectful and transparent culture with clear accountabilities and expectations across all levels.

The creation of the Aged Care Quality and Safety Commission and the introduction of the new Aged Care Quality Standards are opportunities for you and your fellow Board members to critically review the mechanisms currently supporting your

governance role across all of your key business domains; such as care quality, financial, risk, human resources and regulatory management. How the governing body and governance structures are organised will depend on your organisation's setting, size, the nature of care and services being provided, and the risks involved in the delivery of care and services. This would also be consistent with the importance of focusing on regular review and continuous improvement of how your organisation is managed and delivers care.

In addition, the new Standards' increased focus on consumers will also require organisations to engage with consumers in the development, delivery and evaluation of care and services. Within this renewed engagement, all providers have a role to play in ensuring care recipients and their families are aware of the supports available to them to address any concerns they may have with the care they are receiving.

I would also like to take this opportunity to reiterate the supports offered by the Older Persons Advocacy Network (OPAN) as the provider of the National Aged Care Advocacy Program. OPAN provides free, independent and confidential advocacy support to older people (and their representatives) to resolve concerns, particularly before they turn into complaints. OPAN can be contacted on 1800 700 600 or via its website at [www.opan.com.au](http://www.opan.com.au).

It would be appropriate for providers to promote OPAN to care recipients and their families as a resource for support.

I have included for your information links to some current resources on governance:

- Australian Charities and Not for Profit Commission (ACNC) – all aged care organisations who are registered as a charity with the ACNC must ensure they comply with the five ACNC Governance Standards which can be found at <https://www.acnc.gov.au/for-charities/manage-your-charity/governance-standards>.
- Australian Securities and Investment Commission – ASIC's website (<https://asic.gov.au/>) sets summaries of a range of governance issues.
- ASX Governance Council – Corporate Governance Principles which can be found at <https://www.asx.com.au/regulation/corporate-governance-council.htm>.

Yours sincerely



The Hon KEN WYATT AM, MP  
Minister for Aged Care  
Minister for Indigenous Health