CITY OF HOLDFAST BAY

Alwyndor

Agenda

Alwyndor Management Committee

NOTICE OF MEETING

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

Boardroom - Alwyndor
52 Dunrobin Road, Hove

27 November 2025 at 6.30pm

P Jackson

Pamela Jackson
Chief Executive Officer

City of Holdfast Bay

1. **Opening**

   The Chairperson, Mr K Cheater will declare the meeting open at 6.30pm.

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.
   Attachment 1

5. **Confirmation Of Minutes**

   That the minutes of the Alwyndor Management Committee meeting held on 30 October 2025 be taken as read and confirmed.

6. **Review of Action Items**

   6.1 **Action Items**

   6.2 **Annual Work Plan 2025**

7. **Reports/Items of Business**

   7.1 General Manager's Report (Report No:26/25)

8. **Items in Confidence**

   8.1 General Managers Report (Report No: 27/25)

   Pursuant to Section 87(10) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Alwyndor Management

   Committee upon the basis that the Committee considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that the 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.

8.2 Finance Report – (Report No: 28/25)

Pursuant to Section 87(10) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Alwyndor Management Committee upon the basis that the Committee considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that 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.

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 26 February 2025** in Boardroom, Alwyndor Aged Care, 52 Dunrobin Road, Hove or via audio-visual telecommunications.

11. Closure

PJackson

Pamela Jackson
Chief Executive Officer

Alwyndor

ITEM 4

ATTACHMENT 1

Committee Members - Register of Interests

The purpose of this register is to effectively identify, disclose and manage any actual, potential or perceived conflicts of interest in order to protect the integrity of Alwyndor Management Committee and manage risk.

Name of Committee Member	Description of interest	Date when disclosure given to the Committee
Kim Cheater	**Board and Committee Appointments** • Member, Advisory Board, Southern Cultural Immersion (Kaurna owned business operating Living Kaurna Cultural Centre at Warriparinga) • Advisory Board, SARAH Group (and Chair of Audit, Risk and IT Committee) • Council Member, Flinders University of South Australia • Chair, Advisory Board, Flinders University College of Government, Law & Business • Independent Chair, Audit Risk Finance and Investment Committee, Minda Inc • Board Member, ReturntoWorkSA • Board of RAA Group • Non-Executive Director to the Board of Australian Unity Limited **Qualifications** • Fellow, Australian Institute of Company Directors • Fellow, Chartered Accountants Australia and NZ • Bachelor Economics (Major Accounting), Flinders University Noting: My wife is the Member for Boothby in the Australian House of Representatives.	15/12/2022
Cr Susan Lonie	**Board and Committee Appointments** • Member of Holdfast Bay Council. • Alwyndor Management Committee. **Qualifications** • Qualifications Bachelor of Nursing, Graduate Diploma in Intensive Care Nursing and Bachelor of Laws (Hons). (Please note I am not currently a Registered Nurse.)	
Cr Robert Snewin	**Board and Committee Appointments** • GDCC Board and Chairman of Sponsorship and Fundraising	

Name of Committee Member	Description of interest	Date when disclosure given to the Committee
	• Treasurer of the Rural Media Communicators SA/NT • Councillor at the Royal Agricultural and Horticultural Society of SA • Member of Holdfast Bay Council. • Alwyndor Management Committee **Qualifications** • Dip. Marketing and FAICD	
Judy Searle	**Board and Committee Appointments** • Queensland Civil and Administrative Tribunal - Medical Practitioner Panel - assessor • Griffith University School of Medicine – Professor • Chair of the Northern Adelaide Local Health Network (NALHN) Governing Board • Member Clinical Governance Advisory Committee, Aust Commission Safety & Quality in Health Care • Member University of Adelaide Ageing & Community Services Industry Advisory Board **Qualifications** • BMBS FRANZCOG(ret) GDPH MD GCTE PCM GAICD	Updated Sept 2024
Jo Cottle	**Board and Committee Appointments** • Work for Carers SA – Carers SA utilises Alwyndor's services for residential respite and in home respite services – all via short term contracts at market rates • Chair of NFP Discussion Group – Chartered Accountants Australia & NZ • Director of Careworks SA & NT (a small SA NFP) • Director of Community Living Project (medium NFP providing disability support services) **Qualifications** • Fellow, Chartered Accountants Australia and NZ • Graduate – Australian Institute of Company Directors • Bachelor of Commerce and Bachelor of Business (Commercial Law)	Oct 2024

Name of Committee Member	Description of interest	Date when disclosure given to the Committee
Lorraine Sheppard	**Board and Committee Appointments** • Finance Committee, Royal Flying Doctor Service – Central ops • Non-executive director The Benevolent Society • Non-executive director and Chair, Finance Audit and Risk Committee, The Women's Club • Professor of Physiotherapy and Health Care Administration • Board member Adelaide Primary Health Network **Qualifications** • B App Sc (Physiotherapy) MBA PhD FAICD CA	March 2024 update Oct 2024 Oct 2025
John O'Connor	**Board and Committee Appointments** • Governing Board Member, Yorke and Northern Local Health Network (YNLHN) • Chair, YNLHN Finance and Performance Committee • External Member, Dept for Child Protection – Finance Management Committee **Qualifications** • Fellow – CPA Australia • Graduate, Australian Institute of Company Directors	Sept 2024 Feb 2025
Felicity Ryan	**Board and Committee Appointments** **Qualifications** • Bachelor of Nursing and Registered with AHPRA • Diploma of Leadership Management • Certificate IV Training and Assessment • Graduate, Australian Institute of Company Directors (Sept 2025)	Sept 2025
Alice Haynes	**Board and Committee Appointments** • Founder and Director of Haynes House Dementia Support. **Qualifications** • Bachelor of Applied Science (Human Movement) • Masters of Applied Finance • Post Graduate in Leadership & Dementia Care • Australian Financial Markets Australia - accredited individual	Sept 2025

Name of Committee Member	Description of interest	Date when disclosure given to the Committee
	• Graduate, Australian Institute of Company Directors	

Item 6.1 – Action items

Non – confidential

Action No.	Meeting	Agenda Item	Action Required	Responsibility	Due Date	Current Status
		Currently no actions				

AMC Actions

Alwyndor Management Committee Self Assessment Action list				
Item No.	**Item**	**Responsibility**	**Action**	**Current Status**
	Nil			

Workplan 2025

	13 Feb	27 March (special focus)	23 April	29 May	June	31 July	August	25 Sept	30 October (special focus)	27 November	December
GM Report: • current issues • emerging risks • industry developments • financial impacts/issues • clinical / critical incident • matters of strategic importance	Yes	• Budget parameters, assumptions, priorities • Aged Care Reform overview 2025	Yes	Yes	No meeting	Yes	No meeting	Yes	Responsible Persons and the new Aged Care Act	Yes	No meeting
Project reports: • Strategic Project Updates	Employment Hero		As relevant – current projects	As relevant – current projects		As relevant – current projects		As relevant – current projects		As relevant – current projects	
Strategic: • Review Strategic direction and priorities • Key strategic initiatives for year ahead											
Business Updates: • Deep dive into key areas of business focusing on performance, operational risks, focus on Reform Agenda.		Reform: Support at Home	Reform: Residential Corporate	Reform: Support at Home		Reform TBA		Reform residential & S@H		Reform	
Client Focus: • Client feedback • Reporting from Consumer Advisory Groups	Client feedback			Consumer Advisory Groups report		Client feedback					
Performance: • KPI review • Reporting from Quality Care Advisory Group (QCAG)				Performance report Q2 & Q3 FY24/25		Performance report Q4 FY24/25 Quality Care Advisory Group report.				Performance Report Q1 FY25/26	
Risk & assurance: • Enterprise risk review • Risk Appetite Statement • WHS reporting • Legislative Compliance • Annual Statement of Compliance	Legislative Compliance		Work Health & Safety					Enterprise Risk Review – refresh Risk Appetite Statements		Work Health & Safety	
Financials: • Annual budget (including capex and asset management plan) • Long Term Financial Plan • Investments review • Annual Financial Statements and Audit • Quarterly financial performance.	Quarterly financial performance		Quarterly financial performance Draft Budget	Annual budget (including capex External Audit Plan		Quarterly financial performance April – June 2024/25		Annual Financial Statement Review. Asset Management Plan review. Long Term Financial Plan EOFY Reporting Process		Quarterly financial performance Investments review *(Ord Minnette)* Prudential Review Annual Statement of Compliance	
Policy Review and Approval	As required		As required	As required		As required		As required		As required	

Item No:	7.1
Subject:	General Manager Report
Date:	27 NOVEMBER 2025
Written by:	Beth Davidson-Park General Manager

Summary

This report is to update and inform the Alwyndor Management Committee (AMC) regarding items, initiatives and issues of relevance to Alwyndor business specifically and to the aged care sector more generally.

Recommendation

That the Alwyndor Management Committee:

1. **Approve the Alwyndor Management Committee meeting schedule for 2026.**
2. **Note the Alwyndor Enterprise Agreement update.**
3. **Note the ARIIA Data Literacy Project update.**

7.1.1 Alwyndor Management Committee meeting schedule for 2026

Consistent with its Terms of Reference, the AMC is required to have a minimum of 8 meetings per year. Meetings are generally scheduled on the last Thursday of the month at 6.30 pm.

At the meeting of 28 September 2023, a revised meeting schedule was considered and approved ie that there be 8 meetings a year where two meetings (March and October) are dedicated to specific topics or business as required (ie they may be used for strategy or risk focus, subject matter presentations by employees or external presenters).

The proposed schedule for 2026 is based on the previous agreed schedule and format and dates are as follows:

January:	No meeting
February:	Thursday 26
March:	Thursday 26
April:	Thursday 30
May:	Thursday 28
June:	No meeting
July:	Thursday 30
August:	No meeting
September:	Thursday 24
October:	Thursday 29
November:	Thursday 26
December:	No meeting

7.1.2 Enterprise Agreement update

The Alwyndor Enterprise Agreement negotiations were finalised in September 2025 and consultation followed by voting were undertaken in mid-October.

The outcomes of the vote were positive with 66% of eligible employees voting with an 88% 'yes' vote. All backpay, together with Work Value payments has now been completed and the documents have been progressed to the South Australian Employment Tribunal for ratification.

7.1.3 Aged Care Research and Industry Innovation Australia (ARIIA) Data Literacy Project update

ARIIA Research project grant - *Empowering Data Literacy and Capability to Drive Quality Care*

In July 2025 we informed AMC that we has successfully submitted a grant application to the Aged Care Collaborative led by the Aged Care Research & Industry Innovation Australia (ARIIA) to join a consortium of up to 8 aged care providers nationally to participate in an innovation project: *To enhance data literacy and capability among aged care staff to improve care quality, focusing on pressure injury prevention, monitoring, and management.*

PROJECT STATUS SUMMARY

Project name:	Data Literacy	Date:	19 November 2025
Project owner:	Natasha Stone	Position:	Executive Manager, Residential Services
Project manager:	Emma Burke	Position:	Manager, Systems & Projects

<table>
<tr><td>SCHEDULE</td><td>GREEN</td><td>BUDGET:</td><td>GREEN</td><td>ISSUES:</td><td>GREEN</td></tr>
<tr><td>SUMMARY NARRATIVE</td><td colspan="5">During November, substantial progress was made on preparing the Phase 4 proposal and the supporting documentation. The online training modules and the associated workshop on proposal development were completed to ensure a strong understanding of the requirements and expectations.

A full draft of the Phase 4 project proposal was prepared, including the detailed budget, activity plan, and resource requirements. The stakeholder analysis was updated, the change impact analysis and communication plan were drafted, and a complete proposal document was developed incorporating the program logic model for evaluation. Academic and evidence-based references were included to support the rationale and design of the proposed solution.

In addition, a detailed internal implementation project plan and an updated project risk register were developed to support organisational readiness. A detailed Work Breakdown Structure has also been prepared for the implementation phase. The full draft proposal, supporting documents, and the letter of support were submitted to ARIIA in draft form as requested on 11 November.

A comprehensive project presentation was developed and delivered to ARIIA at the November Roundtable on 18 November, outlining the proposed approach and expected outcomes.

The project team is now awaiting feedback from ARIIA on the draft proposal. Any required amendments will be completed prior to the final submission due on 28 November. The ARIIA assessment panel will then review all submissions and advise outcome of the implementation grant in December 2025.</td></tr>
</table>

ACTIVITY SUMMARY FOR THE PERIOD

ACTIVITIES COMPLETED	• Attend November Workshops • Attend November Round tables • Complete Online Module for Topics 6 – 7 • Submit Draft Project Proposal • Submit Project Activity Plan • Submit Project Resources and Detailed Budget • Present Project Proposal and Nov Round table • Update Project Risk Register • Draft Communications Plan • Draft Change Impact Analysis Plan
ACTIVITIES PLANNED BY NOT COMPLETED	• Nil
ACTIVITIES PLANNED FOR NEXT PERIOD	• Update Project Proposal based on feedback from ARIIA • Submit Final Project Proposal • Issue Invoice for Phase 2 & 3

RISK SUMMARY

RISK ID	DESCRIPTION	IMPACT TYPE	CURRENT RATING	RESPONSE STRATEGY	EFFECTIVE Y/N
R1	Routinely collected data may be incomplete, inaccurate or inconsistent across sites	Operational / Project Outcome	High	Conduct initial data audit, provide training on data collection, implement quality checks and validation procedures	
R2	Key staff may not have sufficient time to engage in workshops, data analysis, or project activities	Operational / Schedule	High	Confirm FTE allocations, provide flexible scheduling, monitor workload, and escalate resourcing issues to leadership	
R3	Planned evidence-based intervention may be difficult to implement	Operational / Project Outcome	Medium	Conduct co-design with stakeholders, pilot small-scale, adjust intervention as needed	
R4	Internal or external stakeholders may not engage as planned, limiting knowledge sharing	Operational / Strategic	Medium	Develop targeted comms plan, hold regular forums and updates, leverage Change Impact Analysis to tailor engagement	
R5	Project budget may not cover all required resources	Financial / Operational	Low	Monitor budget closely, prioritise critical activities, seek additional in-kind support where possible	
R6	Regulatory changes, public health events, or other unforeseen circumstances may disrupt implementation	Strategic / Operational	Medium	Maintain risk monitoring, develop contingency plans, maintain flexible project scheduling	
R7	Learnings may not be effectively communicated or adopted	Strategic / Project Outcome	Medium	Develop structured dissemination plan including reports, presentations, case studies, and workshops	

Project Deliverables/Milestones	Status	Baseline Completion Date	Expected Completion Date	Traffic Light
PHASE ONE				
Approve Project Plan	Completed	26 Sept 25		✓
PHASE TWO				
Data Literacy Workshop 1 – Setting yourself up to data success	Completed	09 Sept 2025		✓
Data Literacy Workshop 2 – Your data literacy journey	Completed	23 Sept 2025		✓
Data Mapping	Completed	05 Oct 2025		✓
Data Literacy Workshop 3 – Data analytics: planning and implementation	Completed	07 Oct 2025		✓
Data Quality Assessment	Completed	19 Oct 2025		✓
Opportunity Identification	Completed	02 Nov 2025		✓
Root Cause Analysis	Completed	02 Nov 2025		✓
SWOT Analysis	Completed	02 Nov 2025		✓
PHASE THREE				
Data Literacy Workshop 4 - Defining the problem (based on internal data sets)	Completed	21 Oct 25		✓
Preliminary Stakeholder Engagement	Completed	23 Oct 25		✓
Evidence-Based Solution Design	Completed	28 Oct 25		✓
Data Literacy Workshop 5 - Identification of evidence-based solution	Completed	28 Oct 25		✓
Data Capture & Analysis Plan	Completed	5 Nov 2025		✓
Governance Approval & Ethics	Completed	5 Nov 2025		✓
Data Literacy Workshop 6 - Adaption, adoption and implementation planning	Completed	5 Nov 2025		✓
Implementation Planning	Completed	11 Nov 2025		✓
Change Impact Analysis	Completed	11 Nov 2025		✓

Project Deliverables/Milestones	Status	Baseline Completion Date	Expected Completion Date	Traffic Light
Communication Plan Development	Completed	11 Nov 2025		✓
Data Literacy Workshop 7 - Evaluation and Presentation	Completed	11 Nov 2025		✓
Submit Implementation Plan DRAFT	Completed	11 Nov 2025		✓
Project Presentation to ARIIA	Completed	18 Nov 2025		✓
Submit Implementation Plan FINAL	On Track	3 Dec 2025		●
PHASE FOUR				
Intervention Implementation	Not Commenced	30 June 2026		●
Mid-Implementation Progress Report	Not Commenced	18 April 2026		●
Final Implementation & Evaluation Report	Not Commenced	14 July 2026		●
Staff Training & Capability Development	Not Commenced	30 June 2026		●
Knowledge Sharing & Dissemination	Not Commenced	30 June 2026		●
Project Stablisation	Not Commenced	17 July 2026		●
Project Closure Report	Not Commenced	31 July 2026		●

STATUS DESCRIPTION

STATUS	TRAFFIC LIGHT
On Track	● (green)
Needs Attention	● (amber)
Off Track	● (red)

ACTIONS NEEDED

OBSTACLES	Project Team will continue to work to through the project milestones, balancing project resource needs with BAU.
ACTIONS NEEDED	Nil actions at this time.

ITEM NUMBER: 8.1

CONFIDENTIAL REPORT

GENERAL MANAGER REPORT

Pursuant to Section 87(10) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to the Alwyndor Management Committee 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 –

i. 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

ii. would, on balance, be contrary to the public interest;
Recommendation – Exclusion of the Public – Section 90(3)(d) Order

Recommendation – Exclusion of the Public – Section 90(3) 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 27/25 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: 27/25, General Manager's Report - Confidential 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.

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.

ITEM NUMBER: 8.2

CONFIDENTIAL REPORT

Finance Report

Pursuant to Section 87(10) 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 –

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Recommendation – Exclusion of the Public – Section 90(3) 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 28/25 Finance Report - Confidential 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: 28/25, Finance Report - Confidential on the following grounds:

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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.