

# 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.

**Thursday 28 April 2022 at 6.30pm**

A handwritten signature in black ink, appearing to read 'Roberto Bria', with a stylized flourish at the end.

Roberto Bria  
CHIEF EXECUTIVE OFFICER

## Alwyndor Management Committee Agenda

### 1. OPENING

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

### 2. KAURNA ACKNOWLEDGEMENT

*We acknowledge 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 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

5.1 Minutes of the Previous Meeting

#### Motion

5.1.1 That the Public and Confidential minutes of the Alwyndor Management Committee held on 21 March 2022 be taken as read and confirmed.

5.1.2 That the Public and Confidential minutes of the Alwyndor Management Committee held on 31 March 2022 be taken as read and confirmed

### 6. REVIEW OF ACTION ITEMS

6.1 Action Items

6.2 Annual Work Plan 2022

### 7. REPORTS/ITEMS OF BUSINESS

7.1 General Manager's Report (Report No: 12/22)

**8. CONFIDENTIAL****8.1 General Manager's Report – Confidential (Report No: 13/22)**

*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 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 Period Ending 31 March 2022 - Confidential (Report no: 14/22)**

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**8.3 Alwyndor Draft Budget Approval - Confidential (Report no: 15/22)**

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**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 May 2022 in the Hub, Alwyndor Aged Care, 52 Dunrobin Road, Hove or via audio-visual telecommunications.

**11. CLOSURE**

A handwritten signature in black ink, appearing to read 'R. Bria', with a stylized flourish at the end.

**ROBERTO BRIA  
CHIEF EXECUTIVE OFFICER**

# AMC – Action Items

Action No.	Meeting	Agenda Item	Action Required	Responsibility	Due Date	Current Status
1	24/03/2022	7.1.3 General Manager's report	Consideration to be given to an appropriate form of reporting recruitment needs and outcomes to AMC.	GM	May-22	Noted in GM report for April, finessed reporting not developed.
2	24/03/2022	7.1.5 General Manager's report	Out of session update on Employee Survey to be provided to AMC re participation rate and trending.	GM	Apr-22	Delete as per March meeting decision, report in May

# Alwyndor Management Committee

## Annual Work Plan January - December 2022

	Jan	Feb	March – Budget	April	May	June	July	Aug - Nil	Sep	Oct	Nov	Dec - Nil
<b>Strategic Plan update</b> - Against measures, outcomes achieved, progress on actions, any issues, industry developments, or risks including mitigation actions.	✓											
Theme: Customer Experience									X			
Enabler: Digital and Tech					X				X			
Theme: Growth					X							
Enabler: Marketing & Communications					X							
Theme: Sustainability											X	
Enabler: Finance											X	
Theme: Connecting Communities	✓											
Enabler: Partners	✓											
Enabler: People and Culture	✓											
Summary Review of Strategic Plan actions for the year and draft for following year.			X	X								
<b>General Manager report</b> - relevant issues, strategic matters, environmental scanning, risks etc.	✓	✓	✓	X	X	X	X		X	X	X	
<b>Quarterly Performance Report</b>	✓ (Q2)			X (Q3)			X (Q4)			X (Q1)		
<b>External Presenter</b>	✓					X						
Risk												
Review Risk Appetite Statement, policy & framework. - Approach to identify and manage risks, capacity & capability of Quality & Risk team, review CoHB internal audit plan which includes Alwyndor.						X						
Risk 1: Failure to meet requirements of Aged Care Act and Quality Standards. - To include Aged Care Quality Standards & Aged Care Act, review approach to ensure compliance, current measures of performance, work of Quality & Risk team)											X	
Risk 2: Failure to understand, respond to and deliver customer expectations - To include CX development, rollout and associated measures, feedback reports etc)									X			

	Month complete.
✓	Complete with no further action required.
X	Yet to be completed. Refer to item for date of completion and commentary.

	Jan	Feb	March – Budget	April	May	June	July	Aug - Nil	Sep	Oct	Nov	Dec - Nil
Risk 3: Major loss of building or disruption to essential services - To include BCP, Disaster Recovery, Emergency Management etc									X			
Risk 4: Inability to operate with long term financial sustainability.											X	
Risk 5: Failure to protect the safety and wellbeing of employees, contractors, volunteers and visitors Work Health and Safety -		✓										
Risk 6: Failure to protect the safety and wellbeing of residents/clients).	✓											
Risk 7: Failure of information security to prevent disruption to services, loss of data, access to sensitive information or theft of assets									X			
Risk 8: Inability to attract and retain sufficiently skilled and experienced employees and volunteers to meet expected levels of service.	✓											
Quality and Assurance Report	✓						X					
<b>Finance, budget &amp; planning</b>												
Review and approval of audited Annual Financial Statements including Audit Report - Attendance by External Auditor.						X						
Update on end of financial year reporting process including key risks and assumptions for end of year accounts - Incorporating review of EOFY plan, external audit plan and attendance by an external auditor.					X							
Finance reports (quarterly) including Investment - noting opportunity for adjustments via Quarterly budget reviews & KPI report consistent with CoHB.		✓ (Q2)		X (Q3)			X (Q4)			X (Q1)		
Budget: Review of draft operational and capital budget and update of LTFP - To include as, environmental scanning and other considerations including alignment with LTFP.			✓	X (APPROVAL)								
Annual Review of Investments (inc Policy & Strategy) with Ord Minnette											X	

	Month complete.
✓	Complete with no further action required.
X	Yet to be completed. Refer to item for date of completion and commentary.

	Jan	Feb	March – Budget	April	May	June	July	Aug - Nil	Sep	Oct	Nov	Dec - Nil
Performance KPI's and targets – annual review			X	X								
Review of Strategic Plan (including actions for the year)			X	X								
<b>Governance</b>												
Review of AMC Performance										X		
Confirm AMC meeting dates for following year and Annual Work Plan											X	
Review of delegations									X			
Review Policy Framework											X	
Review of AMC Terms of Reference											X	
Review Annual Prudential Compliance Statement											X	

	Month complete.
✓	Complete with no further action required.
X	Yet to be completed. Refer to item for date of completion and commentary.



Item No: 7.1

Subject: **General Manager Report**

Date: 28 April 2022

Written by: Beth Davidson-Park  
General Manager

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## **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.

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## **RECOMMENDATIONS**

**That the Alwyndor Management Committee:**

- 1. Note the update regarding COVID-19 impacts and responses.**
  - 2. Notes the update regarding Recruitment.**
  - 3. Notes the status of Alwyndor Policies.**
  - 4. Advise if an External Presenter is required at its June meeting and advise regarding desired topics.**
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## **REPORT**

### **Environmental scanning**

#### **7.1.1 COVID-19 update**

AMC have been continuously updated regarding COVID-19 since the March meeting. During this time we have enacted our COVID safe plan effectively and have amended some of our infection control protocols as a result of the expert advice received from Aspen whilst they were on site.

In 2022 to date we have had 18 COVID positive residents and 76 positive staff and 27 have been furloughed as close contacts.

Rosters have been pressured in all areas. During March we received some support and assistance from the federal government via Aspen workforce (which included an infection control specialist). This enabled us to staff the 10 bed COVID unit. At the time of writing this report we have a 6 bed COVID unit which we are managing with our own staff resources.

All staff are now required to undertake a rapid antigen test (RAT) every 24 hours (or 6-8 hours before a shift if longer than 24 hours).

## **Business administration**

### **7.1.2 Recruitment**

Our recruitment focus continues across all areas of the business.

In Connecting Communities we are seeking candidates for Community Support Worker positions where we are feeling great pressures, Allied Health (Physiotherapist and Occupational Therapist) and Therapy Assistants positions.

Residential focus is on Personal Carers and Registered Nurses. We are feeling pressure in both areas. We also have vacancies in Customer Care where the field is promising. People and Culture has a vacancy in Recruitment and a vacancy for an Administrator, both are quite competitive.

The general environment is tough and highly competitive, we continue to use a range of attraction mechanisms.

In March we onboarded 11 employees and in April to date we have onboarded 15. However, in spite of rigorous recruitment and induction we have found the retention rate is challenging in some roles. 22 staff have departed since 1 March 2022. Of these five (5) were terminated due to lack of availability, three (3) resigned due to travel or the job 'not being what they thought', four (4) were longer term and poor performers, four (4) were successful in securing career progressions and others were a mix a retirement or no given reason. Exit interviews have not been conducted regularly due to the pressures we have been experiencing.

Workforce attraction and retention is a significant issue for us (and indeed the aged care sector) to address both now and into the future. We will use the recent survey as well as our local data, sector benchmarking and environmental impact factors to inform a strategic discussion as we prepare our Workforce Management Plan for AMC consideration.

### **7.1.3 Alwyndor Policy – status update**

As previously reported we are updating all Policy and Procedures, using the *LASA Standards & Quality Management System* to inform the majority of Clinical Policies and Procedures which are reviewed by the Clinical Governance and the Quality and Risk Committees for approval by Executive.

Our Corporate policies include People and Culture, Finance and ICT.

Following is a summary of Policy categories and includes those which are reviewed and or approved by AMC, noting which of these are also required to be ratified by Audit Committee & Council. The full list of policies which includes all current People and Culture, Clinical and Operational Policy is not included in this summary.

## ALWYNDOR POLICIES – SUMMARY PROFILE

PEOPLE & CULTURE	Approved by:	Review Date	ACQSC – Standards*
<b>Review of the full suite of P&amp;C Policies is being conducted in conjunction with CoHB Policy Development– adapting to suit our environment</b>			
People and Culture - Alwyndor Code of Conduct & Values	EXECUTIVE	Jun-21	6,7,8
WHS – Administration	CEO- CoHB	Jul-22	7,8
WHS - Communication and Consultation	CEO- CoHB	Jul-24	8
WHS - Contractor Management	CEO- CoHB	May-24	8
WHS - Emergency Management	CEO- CoHB	Apr-24	8
WHS - Hazard Management	CEO- CoHB	Jul-24	8
WHS - Hazardous Work	CEO- CoHB	Jul-24	8
WHS - Work Health and Safety, and Return to Work	CEO- CoHB	Dec-23	8
CLINICAL	Approved by:	Review Date	ACQSC – Standard*
<b>Review of the full suite of Clinical Policies is guided by LASA Standards &amp; Quality Management System, reviewed by the Clinical Governance Committee and the Quality &amp; Risk Management Committee and adapted to suit our environment for Executive approval.</b>			
COVID-19 preparedness and outbreak management plan	AMC	ongoing	1,2,3,8
FINANCE	**Approved by:	Review Date	ACQSC – Standard*
<b>**Finance policies are required to be ratified by Audit Committee and Council</b>			
Finance - Investment Strategy	AMC	Jun-22	8
Finance - Refundable Deposits Prudential Standards, Liquidity Management Strategy	AMC	Nov-22	8
Asset Management	AMC	Aug-23	5,8
Procurement	CoHB	May-24	8
Prudential Management	AMC	Sep-24	8
CUSTOMER EXPERIENCE	Approved by:	Review Date	ACQSC – Standard*
<b>Review of the full suite of Customer Experience Policies is being guided by the Clinical Governance Committee and the Quality &amp; Risk Management Committee for Executive review and approval</b>			
Charter of Aged Care Rights	Mandated by ACQSC	Mar- 24	1,8
GOVERNANCE	Approved by:	Review Date	ACQSC – Standard*
<b>* Ratified by Audit Committee and Council</b>			
Disaster Management Plan	AMC	Aug-22	8
Business Continuity Plan	AMC	Feb-24	8
*Governance - Corporate Risk	AMC	May-24	8
Governance - Regulatory Compliance	EXECUTIVE	Feb-24	8
Quality - Feedback and Complaints Management	EXECUTIVE	Nov-24	6,8
Quality Management Framework	EXECUTIVE	Nov-24	8
Records Management	EXECUTIVE	Jun-17	8

Community Consultation & Engagement	EXECUTIVE	Jul-20	1,6,8
Governance - Abuse and Neglect	EXECUTIVE	Sep-24	8
Governance - Continuous Improvement	EXECUTIVE	Sep-24	8
Governance - Customer Engagement	EXECUTIVE	Nov- 24	8
ICT- Acceptable Use (ICT)	CoHB + Alwyndor	Awaiting approval	8
ICT- Backup and recovery	CoHB + Alwyndor	Awaiting approval	8
ICT- Data Classification	CoHB + Alwyndor	Awaiting approval	8
ICT- Information Security	CoHB + Alwyndor	Awaiting approval	8
ICT- Mobile Device	CoHB + Alwyndor	Awaiting approval	8
ICT- Security Incident Processing	CoHB + Alwyndor	Awaiting approval	8
ICT- Social Media	CoHB + Alwyndor	Awaiting approval	8
ICT- Vulnerability and Patch Management	CoHB + Alwyndor	Awaiting approval	8

*AGED CARE QUALITY & SAFETY COMMISSION <a href="#">Aged Care Quality Standards</a>	
Standard 1	Consumer dignity and choice
Standard 2	Ongoing assessment and planning with consumers
Standard 3	Personal care and clinical care
Standard 4	Services and supports for daily living
Standard 5	Organisation's service environment
Standard 6	Feedback and complaints
Standard 7	Human resources
Standard 8	Organisational governance

#### 7.1.4 AMC – External presenter

As a part of its self-assessment process the AMC requested that an external presenter be invited in January and June each year. In January we invited LASA to present. It is now time for AMC to consider if they would like an external presenter in June and if so any thoughts about the topic and or speaker would be appreciated.

## ITEM NUMBER: 8.1

### CONFIDENTIAL

### General Manager Report

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- 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.**

#### **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 13/22 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: 13/22, 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

#### FINANCE REPORT PERIOD ENDING 31 MARCH 2022

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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: 8.3

### CONFIDENTIAL

### Alwyndor Draft Budget - 2022/23

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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.