

**From:** s47F  
**To:** [HERALD, Russell](#)  
**Subject:** Regarding data management at Whitehorse Meals on Wheels  
**Date:** Monday, 4 December 2023 8:22:47 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)

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Good morning Rusty,

Thanks for your enquiry regarding data management at Whitehorse Meals on Wheels.

I wanted to clarify that we have not been experiencing undue issues with relation to data management and the ERP in Whitehorse.

After reflection upon our conversation, I can say that it has not always been smooth sailing. We chose to utilise the ERP for Whitehorse to ensure live-testing for the software as it developed. This was a challenging process. Made more difficult by the limitation in access to existing data that Whitehorse Meals on Wheels had in their s47G(1)(a) data management system. As a result of the limitations in that original data transfer we had to manually upload a lot of client data in the early days. But this not uncommon in the process of switching software programs.

Also, in the early days of our takeover of service delivery, when the ERP was not fully functional, we worked in a unique way with Software developers in that we were not directly accessing our data through the ERP on the ground at all times. We would have for example Meal Runs developed and printed from the data but not directly by the ERP. We had to create 'workarounds' as we tested and developed the software. I know this because I utilised some of these workarounds.

For example, when I carried out delivery runs, I would use an App to optimise my runs, these runs were fairly rudimentary in their structure and I would work with extra information added to the sheet to manage details of the run.

Incidentally, as members of the Future Fit Program, s47G

As time moved forward and the ERP evolved, this changed. The last runs I did recently were using run sheets that automatically optimised the run and worked really well with great information provision to volunteers.

At the same time, in the early days my staff were not logging into the ERP to upload and download information, but on my last visit to the site, I watched as even our volunteers supported the service by themselves uploading client menu's into the ERP. An amazing distance to have come in utilising the software to manage our data.

I can also say we have not felt blocked from access to data. My admin team in Newcastle do all the invoicing of clients and also manage all the DEX reporting. We have whatever data we need to carry out these administrative processes.

Any misunderstanding about data management may in turn be driven by misunderstandings about our practices as relate to working cooperatively with the ERP development as part of Future Fit and the Feasibility Study.

I hope that helps with your enquiry Rusty, please don't hesitate to contact me if you have any

further questions.

Warm regards,

s47F

## NMOW-Collective

Newcastle Meals on Wheels Collective Ltd  
& Whitehorse Meal on Wheels



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**Phone:** → s47F → s47F

**Email** s47G [@mow.net.au](mailto:s47G@mow.net.au)

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**From:** s47F  
**To:** [HERALD, Russell](#)  
**Subject:** What I intend to send in response to concerns  
**Date:** Tuesday, 19 December 2023 9:38:47 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)

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Good afternoon Robbie,

I have been informed that s47G and yourself have been fielding some concerns about Whitehorse Meals on Wheels and the parameters of Operation. Specifically around food suppliers and data Sovereignty.

Having recently attended the MOW Victoria AGM, as well as having walked you personally through the Whitehorse Meals on Wheels site in Nunawading and also having lunch with you where I spoke candidly and offered my perspective to any question you were eager to ask – I had assumed that you were satisfied with your understanding of things. You were able to observe our 4 brands of food that we sell as I took you through our onsite storage spaces.

I am happy to state these things in writing here for your records. Russell and Paul, I have included you both for transparency.

Regarding questions around data and data sovereignty, it all works similarly to any Meals on Wheels service.

The service owns the data in terms of accountability and responsibility. That is, the contract holder, meaning Newcastle Meals on Wheels (NMOW).

But of course, there is a signed and agreed responsibility with the Software Provider for the full implementation of data security. This is the same with any CRM or ERP or Finance Software – as I am sure you are aware.

The data is ours to manage. Any hindrance in utilising the data that we have experienced is due to the fact that we chose to engage the new Software being developed which we knew would not be as smooth as using our s47G, but would serve the purpose of live testing processes as we evolved our service delivery model. This was a challenging process, it frustrated some of our staff in the early days, but has led to the development of some very good software solutions s47G.

Add to this, we are now able to engage not only our staff, but our volunteers in application of the software, moving it to a well working Meals on Wheels volunteer based model.

If you have any further data questions, I would appreciate you putting them to me – as I am best positioned to answer them Robbie.

Regarding your enquires around food, as you have seen yourself, we have a menu consisting of 4 different food suppliers:

- A regular frozen supplier
- A modified food frozen supplier
- Two fresh food suppliers

Our diverse 3 tiered menu offers the clients the opportunity to choose from full ranges from all these suppliers according to rules stipulated by the pricing tiers. The menu is currently working as a two week, continuous ordering menu – meaning clients generally choose a new menu every two weeks.

We put out an EOI and went to tender to gain these suppliers. The Whitehorse Model we acquired was financially unsustainable, so we sought more competitively priced suppliers. But we also needed food that would be desired by our stakeholders, so we have held tasting days for all prospective suppliers as part of the tender process inviting volunteers and clients to attend. So our supplier decisions were informed.

s47G

As I explained to you in my freezer on your visit to Whitehorse Robbie, we only sell 3 or 4 Light and Easy Meals – they are vegetarian meals because the LNE My Choice range find it hard to hit their own nutritional standards for those meals in vegetarian form at a suitable size. As do the ENTIRE Meals on Wheels network.

My Choice meals made by LNE, that we sell are nutritionally developed alongside the Meals on Wheels National Guidelines to be beneficial specifically to geriatric health.

We mainly sell, in our frozen range, My Choice Meals for older Australians, not Light & Easy meals for people focussed on managing weight.

I hope these clarifications are able to support your enquiries.

Again Robbie, if you have further questions, please do not hesitate to put them forward to me at any time.

Warm regards,

s47F

## NMOW-Collective

### Newcastle Meals on Wheels Collective & Whitehorse Meal on Wheels

(Newcastle Meals on Wheels Ltd)



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**Email** s47G [nmow.net.au](mailto:nmow.net.au)

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**From:** s47F  
**To:** [HERALD, Russell](#)  
**Cc:** [CONNOLLY, Thea](#); s47E(c), s47F  
**Subject:** Re: What I intend to send in response to concerns [SEC=OFFICIAL]  
**Date:** Tuesday, 19 December 2023 10:58:51 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)

Thanks Rusty, I agree with those clarifications so will make some adjustments and send through as suggested.

Warm regards,

s47F

Newcastle Meals on Wheels Collective  
 Whitehorse Meals on Wheels

s47F

s47F @mow.net.au

**From:** HERALD, Russell <Russell.Herald@health.gov.au>  
**Sent:** Tuesday, December 19, 2023 10:02:01 AM  
**To:** s47F @mow.net.au>  
**Cc:** CONNOLLY, Thea <Thea.Connolly@health.gov.au>; s47E(c), s47F  
 @health.gov.au>

**Subject:** RE: What I intend to send in response to concerns [SEC=OFFICIAL]

Thanks s47F – A couple of thoughts below in red to cover off on some of the questions we would likely get.

Also can I suggest putting this on a formal letter head and PDF, rather than email – bit easier for us.

Rusty

**From:** s47F @mow.net.au>  
**Sent:** Tuesday, 19 December 2023 9:39 AM  
**To:** HERALD, Russell <Russell.Herald@health.gov.au>  
**Subject:** What I intend to send in response to concerns

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Good afternoon Robbie,

I have been informed that Meals on Wheels Victoria and yourself have been fielding some concerns about Whitehorse Meals on Wheels and the parameters of Operation. Specifically around food suppliers and data Sovereignty.

Having recently attended the MOW Victoria AGM, as well as having walked you personally through the Whitehorse Meals on Wheels site in Nunawading and also having lunch with you where I spoke candidly and offered my perspective to any question you were eager to ask – I had assumed that you were satisfied with your understanding of things. You were able to observe our 4 brands of food that we sell as I took you through our onsite storage spaces.

I am happy to state these things in writing here for your records. Russell and Paul, I have included you both for transparency.

Regarding questions around data and data sovereignty, it all works similarly to any Meals on

Wheels service.

The service owns the data in terms of accountability and responsibility. That is, the contract holder, meaning Newcastle Meals on Wheels (NMOW).

But of course, there is a signed and agreed responsibility with the Software Provider for the full implementation of data security. This is the same with any CRM or ERP or Finance Software – as I am sure you are aware. [can we articulate that this is not MMA, as they are not the software provider, but worked through MMA as the lead contractor in future fit]

The data is ours to manage. Any hindrance in utilising the data that we have experienced is due to the fact that we chose to engage the new Software being developed which we knew would not be as smooth as using our s47G, but would serve the purpose of live testing processes as we evolved our service delivery model. This was a challenging process, it frustrated some of our staff in the early days, but has led to the development of some very good software solutions s47G. [can we add a specific reference showing that, for short period as functionality was deployed, it did mean that software provider, through MMA, was asked to retrieve and supply data manually, which was done as requested]

Add to this, we are now able to engage not only our staff, but our volunteers in application of the software, moving it to a well working Meals on Wheels volunteer based model.

If you have any further data questions, I would appreciate you putting them to me – as I am best positioned to answer them Robbie.

Regarding your enquires around food, as you have seen yourself, we have a menu consisting of 4 different food suppliers:

- A regular frozen supplier
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Our diverse 3 tiered menu offers the clients the opportunity to choose from full ranges from all these suppliers according to rules stipulated by the pricing tiers. The menu is currently working as a two week, continuous ordering menu – meaning clients generally choose a new menu every two weeks.

We put out an EOI and went to tender to gain these suppliers. The Whitehorse Model we acquired was financially unsustainable, so we sought more competitively priced suppliers. But we also needed food that would be desired by our stakeholders, so we have held tasting days for all prospective suppliers as part of the tender process inviting volunteers and clients to attend. So our supplier decisions were informed.

s47G

As I explained to you in my freezer on your visit to Whitehorse Robbie, we only sell 3 or 4 Light and Easy Meals [can we clarify that this is L&E products outside of the My Choice Range] – they are vegetarian meals because the LNE My Choice range find it hard to hit their own nutritional standards for those meals in vegetarian form at a suitable size. As do the ENTIRE Meals on Wheels network. [would probably help to expand on why the decision to supply these meals, I assume it is to ensure there is that choice, and that NMOW is not a cooking kitchen?]

My Choice meals made by LNE, that we sell are nutritionally developed alongside the Meals on Wheels National Guidelines to be beneficial specifically to geriatric health. s47G

We mainly sell, in our frozen range, [LNE] My Choice Meals for older Australians, not Light & Easy

meals for people focussed on managing weight. s47C

I hope these clarifications are able to support your enquiries.

Again Robbie, if you have further questions, please do not hesitate to put them forward to me at any time.

Warm regards,

s47F

## NMOW-Collective

**Newcastle Meals on Wheels Collective  
& Whitehorse Meal on Wheels**

(Newcastle Meals on Wheels Ltd)



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**From:** s47F  
**To:** [HERALD, Russell](#)  
**Subject:** Letter take 2  
**Date:** Wednesday, 20 December 2023 4:10:49 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)

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Good afternoon Robbie,

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Having recently attended the MOW Victoria AGM, as well as having walked you personally through the Whitehorse Meals on Wheels site in Nunawading and also having lunch with you where I spoke candidly and offered my perspective to any question you were eager to ask – I had assumed that you were satisfied with your understanding of things. You were able to observe our 4 brands of food that we sell as I took you through our onsite storage spaces.

I am happy to state these things in writing here for your records. Russell and Paul, I have included you both for transparency.

Regarding questions around data and data sovereignty, it all works similarly to any Meals on Wheels service.

The service owns the data in terms of accountability and responsibility. That is, the contract holder, meaning Newcastle Meals on Wheels (NMOW).

But of course, there is a signed and agreed responsibility with the Software Provider for the full implementation of data security. The Software Provider have been engaged by the Future Fit Program to do this work. The work they are doing in this development phase requires them to work through the lead contractor of the Future Fit program – MMA but essentially they provide for our data security through secure cloud sites and effective software security solutions. This is the same with any CRM or ERP or Finance Software – as I am sure you are aware.

The data is ours to manage. Any hindrance in utilising the data that we have experienced is due to the fact that we chose to engage the new Software being developed which we knew would not be as smooth as using our s47G but would serve the purpose of live testing processes as we evolved our service delivery model.

This was a challenging process, it frustrated some of our staff in the early days, but has led to the development of some very good software solutions s47G

s47G In the early days, as software functionality was increasing and being deployed, we did utilise the support of MMA on the ground with some processes. At times we asked the software provider to retrieve and supply data manually in order to implement it in the platform.

Now, with the platform at a good level of development, we are able to engage not only our staff, but our volunteers in application of the software, moving it to a well working Meals on Wheels volunteer based model.

If you have any further data questions, I would appreciate you putting them to me – as I am best positioned to answer them Robbie.

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- A regular frozen supplier
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We put out an EOI and went to tender to gain these suppliers. The Whitehorse Model we acquired was financially unsustainable, so we sought more competitively priced suppliers. But we also needed food that would be desired by our stakeholders, so we have held tasting days for all prospective suppliers as part of the tender process inviting volunteers and clients to attend. So our supplier decisions were informed.

s47G

As I explained to you in my freezer on your visit to Whitehorse Robbie, we only sell 3 or 4 Light and Easy Meals (that is, Light & Easy brand specifically, as opposed to the My Choice range that are made by Light & Easy but are not the same) – they are vegetarian meals because the LNE My Choice range find it hard to hit their own nutritional standards for those meals in vegetarian form at a suitable size. As do the ENTIRE Meals on Wheels network.

We engaged Light & Easy as a supplier for several reasons. Essentially, they are one of the strongest competitors Meals on Wheels has in our space. They are growing their market share rapidly, and being a simple nationally available brand, they are able to make effective and efficient partnerships across the sector. So, we wanted to ensure they were positioned as our partner, not our competition.

We also recognise the excellent work they have done developing their My Choice range of fortified and appropriately sized meals aimed at Ageing Australians. And finally, Robbie – Choice. We have a strong focus on consumer choice and as a fourth supplier in our range we are very happy to offer such diversity. As You know, having been onsite, Whitehorse Meals on Wheels is not a cooking kitchen, and our diversity of range comes from engaging external suppliers. It is also very important to recognise that My Choice meals made by L&E, that we sell are nutritionally developed alongside the Meals on Wheels National Guidelines to be beneficial specifically to geriatric health.

s47G

As mentioned, when I showed you through Robbie, and above, 95% of our frozen meals are from the My Choice range, with a few meals subbed in as vegetarian options.

At Light & Easy, they have a team of nutritionists who have developed all their meals. I would be happy to support you to engage in a reviewing process of our My Choice Meals Robbie, to gather factual evidence on your concerns – if that would help to gain clarification. Not just to get a genuine understanding of the nutritional advantages of these meals, but also how they compare to the National Meal Guidelines. Actually, it is strange that that with so many concerns bandying about around Light & Easy, that we on the official Meals on Wheels side of things have not officially done this with any My Choice meals. But I can say, upon our (NMOW) rudimentary reading of nutrition panels and easily available information – these meals are well fortified and very nutritionally competitive.

I hope these clarifications can support your enquiries.

Again Robbie, if you have further questions, please do not hesitate to put them forward to me at any time.

Warm regards,

s47F

## NMOW-Collective

**Newcastle Meals on Wheels Collective  
& Whitehorse Meal on Wheels**

(Newcastle Meals on Wheels Ltd)



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**Email** s47G [nmow.net.au](mailto:nmow.net.au)

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**From:** s47F  
**To:** [Robbie Millar - MOW VIC](#)  
**Cc:** [HERALD, Russell](#); [Paul Sadler](#)  
**Subject:** Letter to address expressed concerns about Whitehorse Meals on Wheels  
**Date:** Thursday, 21 December 2023 11:43:26 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[2023 12 21 - Letter to MOWVIC.pdf](#)

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Dear Robbie,  
Please find some responses to your concerns in the attached letter.  
Warm regards,

s47F

## NMOW-Collective

**Newcastle Meals on Wheels Collective  
& Whitehorse Meal on Wheels**

*(Newcastle Meals on Wheels Ltd)*



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**Email:** s47G@[mow.net.au](mailto:s47G@mow.net.au)

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21<sup>st</sup> December 2023

Good morning, Robbie,

I have been informed that Meals on Wheels Victoria and yourself have been fielding some concerns about Whitehorse Meals on Wheels and the parameters of operation. Specifically, around food suppliers and data sovereignty.

Having recently attended the MOW Victoria AGM, as well as having walked you personally through the Whitehorse Meals on Wheels site in Nunawading and also having lunch with you where I spoke candidly and offered my perspective to any question you were eager to ask – I had assumed that you were satisfied with your understanding of things. You were able to observe our four brands of food that we sell as I took you through our onsite storage spaces.

I am happy to state these things in writing here for your records. Russell and Paul, I have included you both for transparency.

Regarding questions around data and data sovereignty, it all works similarly to any Meals on Wheels service.

The service owns the data in terms of accountability and responsibility. That is, the contract holder, meaning Newcastle Meals on Wheels (NMOW).

So, there is a standard agreed responsibility with the Software Provider for the full implementation of data security. The Software Provider have been engaged by the Future Fit Program to do this work, with contracts in place. The work they are doing in this development phase for the software, requires them to work through the lead contractor of the Future Fit program – MMA. But essentially, <sup>s47G</sup> provide for our data security through secure cloud sites and effective software security solutions. This is the same with any CRM or ERP or Finance Software – as I am sure you are aware.

The data is ours to manage. Any hindrance in utilising the data that we have experienced has been due to the fact that we chose to engage the new software being developed which we knew would not be as smooth as using our <sup>s47G</sup> but would serve the purpose of live testing processes as we evolved our service delivery model.

E: <sup>s47F</sup> [@mow.net.au](mailto: @mow.net.au)

P: <sup>s47F</sup>

A: 3/6 Revelation Close, Tighes Hill

ABN: 59 349 207 123

This was a challenging process, it frustrated some of our staff in the early days but has led to the development of some very good software solutions s47G s47G. In the early days, as software functionality was increasing and being deployed, we did utilise the support of MMA on the ground with some processes. At times we asked the software provider to retrieve and supply data manually in order to implement it in the platform.

Now, with the platform at a good level of development, we are able to engage not only our staff, but our volunteers in application of the software, moving it to a well working Meals on Wheels volunteer-based model.

If you have any further data questions, I would appreciate you putting them to me – as I am best positioned to answer them Robbie.

Regarding your enquires around food, as you have seen yourself, we have a menu consisting of 4 different food suppliers:

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Our diverse 3-tiered menu offers our clients the opportunity to choose from extensive ranges from all these suppliers according to rules stipulated by the pricing tiers. The menu is currently working as a two-week, continuous ordering menu – meaning clients generally choose a new menu every two weeks.

We put out an EOJ and went to tender to gain these suppliers. The Whitehorse Model we acquired was financially unsustainable, so we sought more competitively priced suppliers. But we also needed food that would be desired by our stakeholders, so we have held tasing days for all prospective suppliers as part of the tender process inviting volunteers and clients to attend.

Therefore our supplier decisions were tested, fair and informed.

s47G

E: s47F @mow.net.au

P: s47F

A: 3/6 Revelation Close, Tighes Hill

ABN: 59 349 207 123

As I explained to you in my freezer on your visit to Whitehorse Robbie, we only sell 3 or 4 Light & Easy (L&E) Meals (that is, Light & Easy branded specifically, as opposed to the My Choice range that are made by Light & Easy but are not the same) – they are vegetarian meals because the L&E My Choice range find it hard to hit their own nutritional standards for those meals in vegetarian form at a suitable size. As do the ENTIRE Meals on Wheels network.

We engaged Light & Easy as a supplier for several reasons. Essentially, they are one of the strongest competitors Meals on Wheels has in our space. They are growing their market share rapidly, and being a simple nationally available brand, they are able to make effective and efficient partnerships across the sector. So, we wanted to ensure they were positioned as our partner, not our competition.

We also recognise the excellent work they have done developing their My Choice range of fortified and appropriately sized meals aimed at Ageing Australians. And finally, Robbie – Choice. We have a strong focus on consumer choice and as a fourth supplier in our range we are very happy to offer such diversity. As you know, having been onsite, Whitehorse Meals on Wheels is not a cooking kitchen, and our diversity of range comes from engaging external suppliers.

It is also very important to recognise that My Choice meals made by L&E, that we sell were nutritionally developed alongside the Meals on Wheels National Guidelines to be beneficial specifically to geriatric health. s47G

As mentioned, when I showed you through Robbie, and above, 95% of our frozen meals are from the My Choice range, with a few meals subbed in as vegetarian options.

At Light & Easy, they have a team of nutritionists who have developed all their meals. I would be happy to support you to engage in a reviewing process of our My Choice Meals Robbie, to gather factual evidence on your concerns – if that would help to gain clarification.

There would be value in doing this, not just to get a genuine understanding of the nutritional advantages of these meals, but also how they compare to the National Meal Guidelines. All things considered, it is strange that that with so many concerns bandying about around Light & Easy, that we on the official Meals on Wheels side of things (Sate Peak Bodies and beyond) have not officially done this with any My Choice meals.

What I can say, considering our (NMOW Ltd) general interpretation of the nutrition panels and other easily available information – these meals are well fortified and very nutritionally competitive.

E: s47F @mow.net.au

P: s47F

A: 3/6 Revelation Close, Tighes Hill

ABN: 59 349 207 123

I hope these clarifications can support your enquiries.

Again Robbie, if you have further questions, please do not hesitate to put them forward to me at any time, I feel that myself and the Whitehorse Meals on Wheels as well as Newcastle Meals team are best positioned to answer these questions.

Warm regards,

s47F



**NMOW-Collective**

**Newcastle Meals on Wheels Collective  
& Whitehorse Meal on Wheels**  
*(Newcastle Meals on Wheels Ltd)*

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E: s47F @mow.net.au

P: s47F

A: 3/6 Revelation Close, Tighes Hill

ABN: 59 349 207 123



**From:** [Lakshman Gunaratnam](#)  
**To:** [HERALD, Russell](#)  
**Subject:** Data transfer for Newcastle Meals on Wheels (NMOW)  
**Date:** Thursday, 21 December 2023 1:07:26 PM  
**Attachments:** [image001.png](#)

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Hi Rusty,

As discussed, MMA entered into delegations with the former NMOW Board on 30 May 2023.

With the recent change in Board membership, we were advised by the new Board Chair that these delegations were not signed off / could not recall being signed off. On that basis we sought to put in place an arrangement to allow MMA to transfer WMOW data back to NMOW.

s47G

If the new NMOW Board can ratify the delegations then we at least have a basis to transfer WMOW data. And if NMOW can nominate a person, together with a secure data site, we can provide this data directly to NMOW. s47G

s47G

Please let me know if you need anything further.

Thanks

Lakshman

Lakshman Gunaratnam

CEO

s47F

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