

**BOARD OF DIRECTORS**  
**Bi-Monthly Meeting**  
**Minutes**

<b>Meeting:</b>	Board of Directors	<b>Date:</b>	Thursday, 22 August 2024
<b>Meeting No.:</b>	4/2024	<b>Time:</b>	5.41pm
<b>Chair:</b>	Phil Drummond	<b>Venue:</b>	The Courthouse Restaurant, Warragul

**Members In Attendance:**

Phil Drummond	Board Director/Chair
Leisa Harper	Board Director/Secretary
Edwin Vandenberg	Board Director/Acting Treasurer
Emma Vandenberg	Board Director
Gary Dore	Board Director
Jo Harris	Board Director
Kate Yeowart	Board Director

**Others In Attendance:**

Jenelle Henry	Chief Executive Officer
Lora Moulton	Executive Assistant (& Minute Taker)

**Apologies:**

Nil
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<b>Agenda No.</b>	<b>Subject</b>
1.	<p><b>Acknowledgement</b></p> <p>I acknowledge the traditional custodians of the land we are meeting on today, the Gunnai Kurnai people, and pay my respects to their Elders, past present and emerging.</p>

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Agenda No.	Subject
2.	<p><b>Appointment Of Positions</b></p> <p>Time Keeper: Lora Moulton Minute Taker: Lora Moulton</p>
3.	<p><b>Declaration Of Conflict Of Interest</b></p> <p>Nil</p>
4.	<p><b>Confirmation Of Previous Minutes</b></p> <p>Motion: That the minutes of the previous meeting, held on Thursday, 27 June 2024, be accepted.</p> <p><b>Appendix 4.1a</b></p> <p>Moved: Leisa Harper Seconded: Emma Vandenberg</p>
5.	<p><b>Matters For Board Discussion &amp; Decision</b></p> <p><i>Welcome to our new member, Jo Harris.</i></p> <p><u>Board Vacancies</u></p> <p>Motion: Pursuant to clauses 57(1) and 55(1) of the constitution, Kate Yeowart be appointed to fill a vacancy on the Board effective from 27 June 2024, until the 2024 AGM.</p> <p>All in favour.</p> <p>Moved: Phil Drummond Seconded: Emma Vandenberg</p> <p>Motion: Pursuant to clauses 57(1) and 55(1) of the constitution, Joanne Harris be appointed to fill a vacancy on the Board effective from 15 August 2024, until the 2024 AGM.</p> <p>All in favour.</p> <p>Moved: Gary Dore Seconded: Emma Vandenberg</p> <p><u>5.1 Action List Review</u></p> <p><b>Appendix 5.1a</b></p> <p>Update status dates to today (22-Aug-24) as all are ongoing/in progress.</p>

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Agenda No.	Subject
	<p>Keep item numbers as they are, don't restart at 1.</p> <p><u>5.2 Audit &amp; Risk Subcommittee</u></p> <p>Refer to motions and documents in 4<sup>th</sup> July 2024 meeting folder on portal.            Updated provided by Gary:</p> <ul style="list-style-type: none"> <li>• Seeking organisation to perform audits (JH to do this for next audit)</li> <li>• Currently have two insurance broker options</li> <li>• Extreme rated items on the Risk Register were briefly discussed</li> <li>• Risk Management Framework has been finished and up to the Board to determine acceptance and adopt</li> <li>• Query from Board member regarding whether or not we have insurance to cover Board members, confirmed yes we do.</li> </ul> <p>All in favour.</p> <p>Moved: Gary Dore            Seconded: Edwin Vandenberg</p> <p><u>5.3 Governance Subcommittee</u></p> <p>Refer to motions and documents in 13<sup>th</sup> June 2024 meeting folder on portal.            Update provided by Leisa:</p> <ul style="list-style-type: none"> <li>• Updated remuneration documents are now available in the portal, brief discussion about some of the comments in the document and about whether or not the Audit &amp; Risk committee are aware of these</li> <li>• Position Description for the role of CEO was very large and generic, a lot of editing was done to the language to make it more professional</li> <li>• Contract for Executive staff has also been updated, again the language was a major change</li> </ul> <p>Adopt both, all in favour.</p> <p>Moved: Leisa Harper            Seconded: Emma Vandenberg</p>

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Agenda No.	Subject
6.	<p><b>CEO Report</b></p> <p><u>6.1 Report</u></p> <p>Appendix 6.1a - CEO report</p> <p>Appendix 6.1b - Brevity reports</p> <p>Appendix 6.1c - Updated Budget vs Actual</p> <p>Award changes vs pricing cost \$30k, SCHADS award has had a 3.75% increase, whereas the only price increase is 1:1, others haven't changed in 5 years. Will work on formatting to show this better. The body representing the disability organisations is CEO Collab, they are drawing attention to the pricing issues. Discussion followed in these issues and the campaign, including peak besides NDIS, NDIA, DIA, CEO Collab, NDS etc. At the end of the day, we are a very small provider and our voice won't be heard.</p> <p>Workcover claims were also briefly discussed, particularly the 2021 claim payment.</p> <p style="padding-left: 40px;">Motion: That the CEO Report be accepted.</p> <p style="padding-left: 40px;">Moved: Leisa Harper</p> <p style="padding-left: 40px;">Seconded: Kate Yeowart</p> <p style="padding-left: 40px;">No descent</p>
7.	<p><b>Financial Report</b></p> <p><u>7.1 Balance Sheet</u></p> <p>Appendix 7.1a - Balance Sheet (collapsed) - June 2024</p> <p>Great position in June, and good segway into strategic planning.</p> <p>Appendix 7.1b - Balance Sheet (collapsed) - July 2024</p> <p>Questions and queries from members regarding how the financials work. Data in Appendix 7.1b is incorrect, perhaps as both columns appear to be identical (this has now been rectified).</p> <p><u>7.2 Budget vs Actual</u></p> <p>Appendix 7.2a - Budget vs Actual (summary) - June 2024</p> <p>Within \$6k of budget, which is very good. Total operating expenses were over, minimally, understandable given the current challenges, commendable result.</p> <p>Appendix 7.2b - Budget vs Actual (summary) - July 2024</p>

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	<p>1.6% larger than budget, due to the vacant marketing position and having a staff member on personal leave. Operating expenses within expectations.</p> <p style="padding-left: 40px;">Motion: That the Financial Report be accepted.</p> <p style="padding-left: 40px;">Moved: Edwin Vandenberg</p> <p style="padding-left: 40px;">Seconded: Kate Yeowart</p>
<b>8.</b>	<p><b>Other Business</b></p> <p><u>8.1 Strategic Planning</u></p> <p>Very quick draft has been put together by Jenelle so that it could be pulled apart at this meeting. First change is the use of Headway Gippsland vs we/us.</p> <p>Leisa offered to change the document to a format allowing Board members to comment.</p> <p><u>8.2 Property at Welshpool</u></p> <p style="background-color: #e0f2f7;"><b>Appendix 8.2a</b></p> <p>Update provided from B D Legal today, suggesting this issue goes to VCAT. Costs of this were discussed, including the current VCAT backlog of around 12 months. Jenelle to discuss the likely outcome and potential costs with B D Legal.</p> <p style="padding-left: 40px;">Moved: Edwin Vandenberg</p> <p style="padding-left: 40px;">Seconded: Emma Vandenberg</p> <p style="padding-left: 40px;">All in favour, carried.</p> <p><u>8.3 Property at Catherine Street, Morwell</u></p> <p>Zoned industrial, permit would be required for offices, but other activities may be ok without permit.</p> <p>Unsure if property is still available, haven't been focusing on the sorts of activities that would be done here, so do we want to proceed, agreed we haven't finished deciding yet - or here's an opportunity, may not meet all criteria, but it definitely meets some, is definitely putting the load before the horse and cart (rather than the other way around), but should we look at it further? Pros and cons discussed, keeping in mind discussion and ideas from most recent strategic planning workshop, ideas from Executive team and building noting that the perfect building may never exist.</p> <p>Move forwarding with identifying which ideas we are going to work on.</p>

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	<p><u>8.4 Board Performance Assessment</u></p> <p>Appendix 8.4a</p> <p>Discussed and agreed to revisit this at a later date, perhaps at the next meeting.</p> <p><u>8.5 Media Release</u></p> <p>Appendix 8.5a</p> <p><u>8.6 Upcoming Annual General Meeting</u></p> <p><i>Date &amp; Time</i></p> <p>Brief discussion on types of AGMs held in the past, including membership numbers, participant funding (allowing them to attend) and our lack of marketing person to produce the annual report, certificates etc.</p> <p>Decision to hold an in-person AGM, with the option of attending via video, day to include tea/coffee, be very short, small version of annual report, to be followed by the bi-monthly Board meeting.</p> <p>It was decided as the 17<sup>th</sup> October for the AGM.</p> <p>Invitation must then be issued no later than 17<sup>th</sup> September.</p> <p><i>Board Position Updates</i></p> <p>Current/existing nominations expiring at the AGM, as well as the resignation of our Treasurer.</p> <p>Robyn's resignation was acknowledged and accepted.</p> <p>Moved: Gary Dore</p> <p>Seconded: Leisa Harper</p> <p>In Robyn's absence, Phil had contacted Edwin, and he has agreed to accept the role of Acting Treasurer until the AGM.</p> <p>Moved: Leisa Harper</p> <p>Seconded: Kate Yeowart</p> <p>All in favour.</p> <p><u>8.7 Board Member Contact Details</u></p> <p>Appendix 8.7a</p> <p>The option of having Board member contact details accessible to other Board members, on the portal was discussed. This could involve adding an 'opt-in</p>

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	<p>checkbox' to one of our Board member forms, allowing members to consent to be listed in a Board member directory on the portal.</p> <p>All happy to proceed.</p> <p><u>8.8 Committee Membership</u></p> <p>Appendix 8.8a</p> <p>Appendix 8.8b</p> <p>Overview of committees provided by Phil, including that there is no requirement for Board members to join. Both new members were happy to join a subcommittee, and will do so as follows:</p> <ul style="list-style-type: none"> <li>• Jo - Audit &amp; Risk committee</li> <li>• Kate - Governance committee</li> </ul>
9.	<p><b>Board Correspondence</b></p> <p>Nil</p>
10.	<p><b>Next Board Meeting</b></p> <p>Date: Thursday, 17 October 2024</p> <p>Time: 5.30pm</p> <p>Venue: Boardroom, Morwell office</p>

<b>Meeting Closed</b>	
Date:	Thursday, 22 August 2024
Time:	.....
Chair:	Phil Drummond
Signature:	.....
Date signed:	.....

Item No.	Minutes Date	Topic	Due	Who	Action Item	Comments	Status	Status Date
15	24-Aug-23	Constitutional changes		All Board members	Commit to reviewing constitution and further changes.		In Progress	22-Aug-24
32	18-Apr-24				New policies, strategic & business plans, business opportunities - to be further discussed and itemised on this list.		In Progress	22-Aug-24

Not Started  
 In Progress  
 Completed

0
2
34



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## Board Of Directors - Chief Executive Officer Report

Submitted By: Jenelle Henry  
Position: Chief Executive Officer  
Meeting Date: Thursday, 17 October 2024

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### 1. Financials

Attached to this report is the balance sheet for September, and the profit and loss (budget vs actual) statements for August and September (previously reported for June/July).

#### **Attachment 3:** Audited Financials

Appendix 7.1a - Balance Sheet (collapsed) - August 2024  
Appendix 7.1b - Balance Sheet (collapsed) - September 2024  
Appendix 7.2a - Budget vs Actual (summary) - August 2024  
Appendix 7.2b - Budget vs Actual (summary) - September 2024

Although we are still slightly behind budget, we remain optimistic. With the upcoming registration requirements and the development of the NDIS 'in and out' lists (the 'naughty and nice' lists), we anticipate growth in our plan management business. This will encourage consistency, as participants will be less likely to change plan management providers over disagreements on decisions.

### 2. Headway Team

#### NDIS Developments

The NDIS has been in the headlines recently due to upcoming changes in support categories, which will require registration. We await further details on this matter.

In other news, Bill Shorten has announced his departure from politics to assume the role of Vice-Chancellor at the University of Canberra, working alongside Lisa Paul. We wish him all the best in his new position.

We are currently in discussions with Trilogy Care, an accredited aged care provider, to explore the possibility of delivering aged care coordination services.

#### Attachment 2a

Unsuccessful grant application with the TAC. Is the board interested in funding this initiative?

### 3. Incidents/Complaints/Quality & Safeguarding

WorkCover Claim for 2021: This claim has escalated to a serious injury claim. No further updates are available at this time.

WorkCover Claim for 2024: This claim is still in progress; the worker has not yet returned to work and may be out for another four weeks.

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## Board Of Directors - Chief Executive Officer Report

### 4. General Updates

- Correspondence to Shirley regarding Welshpool

See Attachment 4a

- Brevity Reporting on Program Areas

See Attachment 4b

- Vacant Marketing Position:

Recruitment efforts for this position have not been successful thus far

- Celebration of the Arts

Headway will host an event on December 4<sup>th</sup>

See Attachment 4c

- Headway Christmas Lunch:

Scheduled for December 11<sup>th</sup>

See Attachment 4d

### 5. Strategic Planning

Appendix 8.1a - Draft Business Plan

Appendix 8.1b - Draft Strategic Plan



Jenelle Henry

Chief Executive Officer

## Support Coordinator vs. Care Coordinator Roles and Responsibilities

The role of a NDIS support coordinator and Aged Care, care coordinator is similar, both:

- Work collaboratively with funding recipients and their representatives to help the recipient understand their plan, access, and connect with support services.
- Work to build the funding recipient's skills to manage their funding and reach their goals.
- Help funding recipients access supports and manage services to best suit their needs so they can make the most out of their plan.

Role	Support Coordinator	Care Coordinator
<b>Assessment and Planning</b>		
Arrange comprehensive assessments of the care recipient's needs, preferences, and strengths.	✓	✓ *
Develop and regularly review individualised care plans in collaboration with the funding recipient and their families/carers.	✓	✓ *
<b>Coordination and Delivery</b>		
Working with funding recipients to plan and coordinate a range of services, both clinical and non-clinical, to ensure a holistic approach to care.	✓	✓
Establishing and maintaining supports including arranging service agreements.	✓	✓
Ensure services are delivered as per the Plan/Care Plan and monitor their effectiveness.	✓	✓
<b>Support and Assistance</b>		
Helping funding recipients understand their NDIS plan / Home Care Package (HCP).	✓	✓ *
Anticipating barriers to accessing support and creating plans to tackle these.	✓	✓ *
Helping to ensure funding recipients exercise choice and control over their supports.	✓	✓ *
Planning for unexpected events, changes in family/informal support levels and unexpected hospital visits	✓	✓
Submitting requests for plan reassessments / care plan upgrades.	✓	✓ *
<b>Documentation and Reporting</b>		
Maintain comprehensive and up-to-date records of assessments, care plans, service agreements, and other relevant documents.	✓	✓
Report any incidents, risks, or changes in a care recipient's condition.	✓	✓

Compliance and reporting to NDIA or Approved Provider (i.e., Trilogy Care).	✓	✓ *
<b>Budget and Funding Management</b>		
Oversee the funds allocated to each recipient's NDIS Plan/Home Care Package.	✓ #	✓ *
Provide education and resources to the funding recipient and their family/carers to help them understand and navigate the NDIS/aged care system.	✓ #	✓ *
Support the funding recipient and their families/carers in making informed decisions about their care.	✓ #	✓ *
<b>Relationship Management</b>		
Foster positive relationships with the participant/elderly person, their families, and care teams.	✓	✓
Communicate effectively with all stakeholders, including service providers, government agencies, and the community.	✓	✓ *

\* In conjunction with the approved provider, Trilogy Care.

# In conjunction with a Plan Manager, NDIA or self-managed participant.

**Lora Moulton**

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**Subject:** FW: 231223 - 24 Pedersen Street, Welshpool

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**From:** Chris Drenen <[chris.drenen@bdlegal.com.au](mailto:chris.drenen@bdlegal.com.au)>  
**Sent:** Thursday, 10 October 2024 10:46 AM  
**To:** Jenelle Henry <[j.henry@headwaygippsland.org.au](mailto:j.henry@headwaygippsland.org.au)>  
**Cc:** Alexandria Boucher <[alexandria.boucher@bdlegal.com.au](mailto:alexandria.boucher@bdlegal.com.au)>  
**Subject:** RE: 231223 - 24 Pedersen Street, Welshpool

Hi Jenelle,

If instructed, we will file the matter in the Building and Property List at VCAT. The filing fee for a co-owned land application is \$731.60.

It may take up to a year before we obtain a hearing date, however the Tribunal is likely to refer the matter to mediation in the interim and may make other Orders requiring the parties to file Points of Claim and Defence, respectively. In some instances, the Tribunal schedules a directions hearing. Therefore, it is difficult to estimate costs, but I estimate that it could cost \$5K plus GST if we do not brief a barrister and depending on any Orders the Tribunal makes.

Please provide your further instructions after liaising with Board Members.

Regards

**Chris Drenen**  
Partner



**TRANSFERRING FUNDS - SECURITY WARNING**

To reduce the risk of **cyber fraud**, prior to transferring any funds, please **verify** any email (including attachments) received from us which provides payment directions **by first calling our office on 03 5176 1000** to verify the authenticity of the email, and the account details provided.

This email and any attachments are confidential and may be subject to legal professional privilege.  
If you are not the intended addressee of this email, any use, copying or dissemination of it and any attachments is prohibited.  
If you have received this email in error, please notify me and delete all copies of it and any attachments.

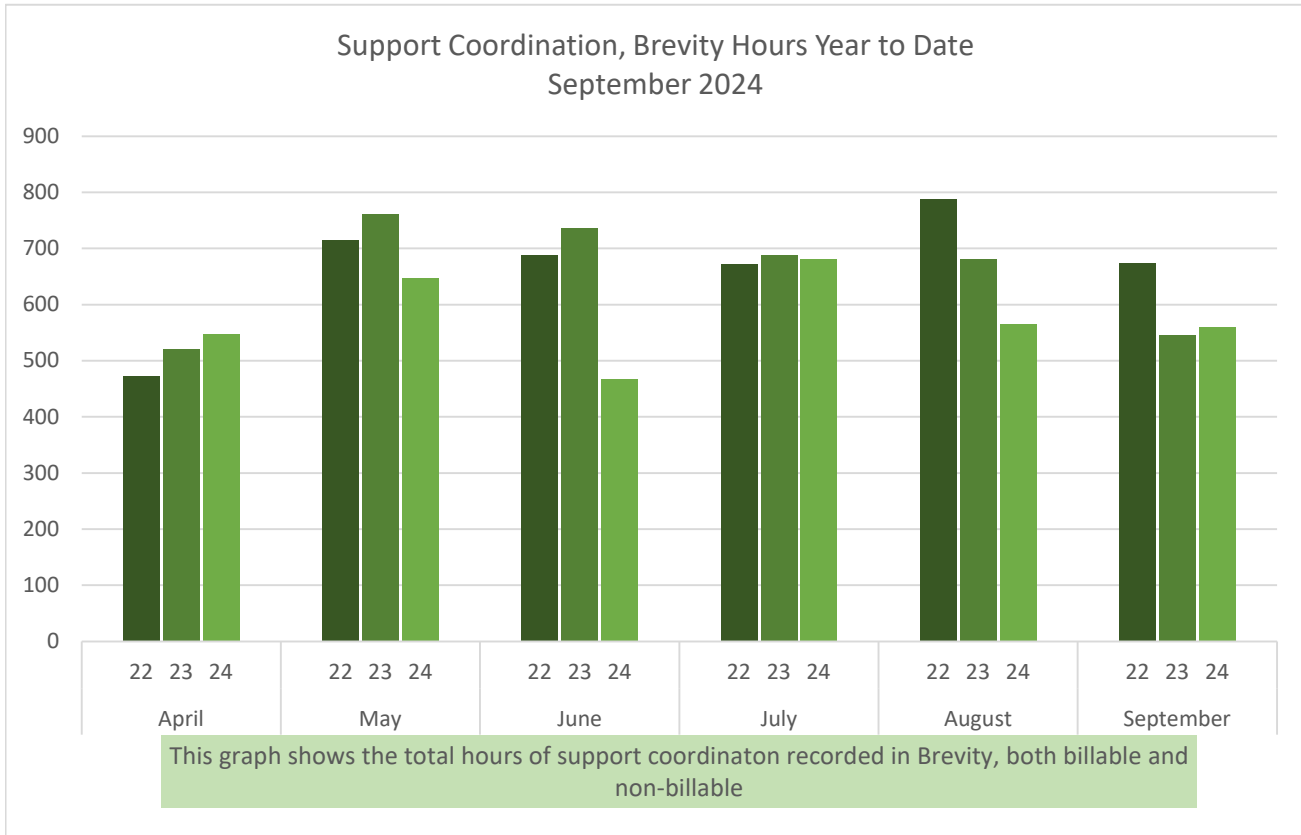
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**From:** Jenelle Henry <[j.henry@headwaygippsland.org.au](mailto:j.henry@headwaygippsland.org.au)>  
**Sent:** Wednesday, 9 October 2024 2:14 PM  
**To:** Chris Drenen <[chris.drenen@bdlegal.com.au](mailto:chris.drenen@bdlegal.com.au)>  
**Subject:** RE: 231223 - 24 Pedersen Street, Welshpool

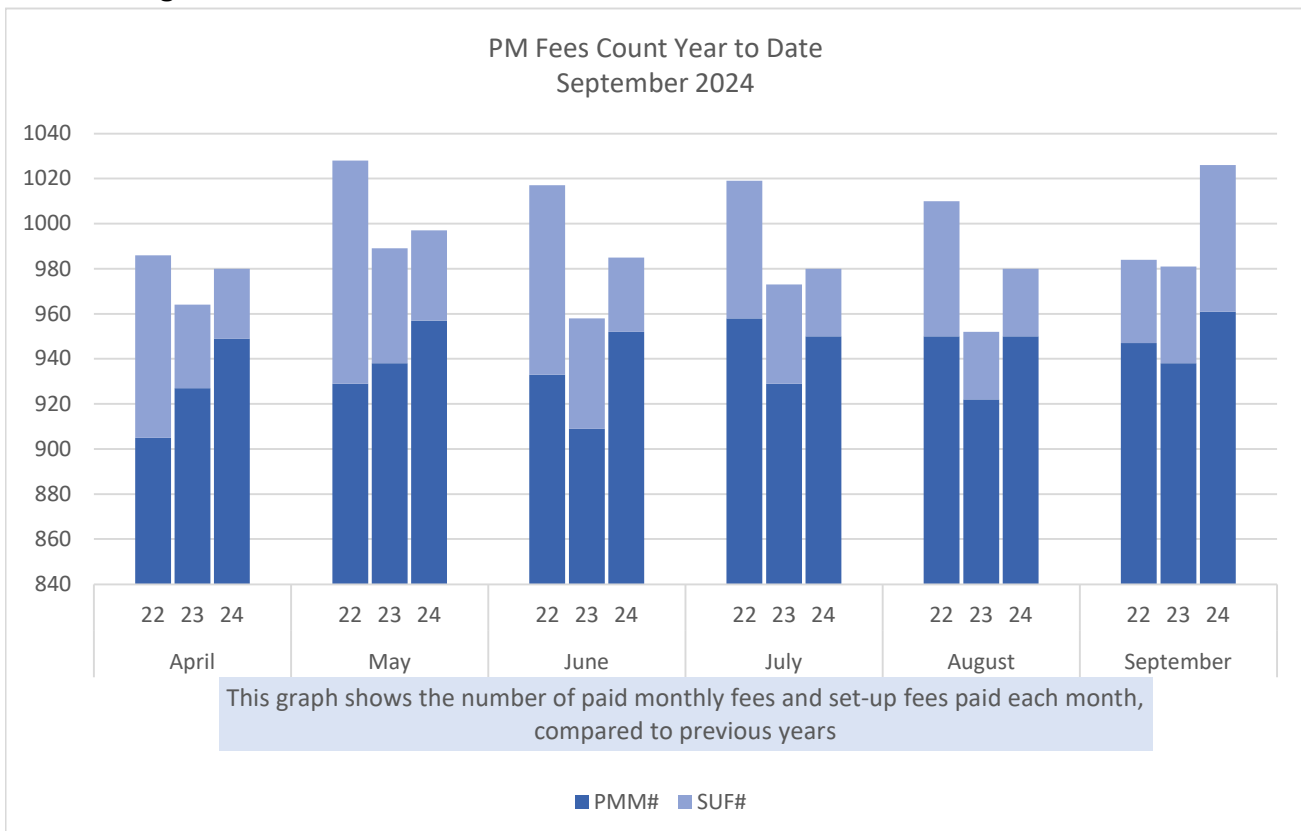
Are you able to provide a bit of an outline of the process, time lines and costs? So, I can pass relevant information to the board members

thanks

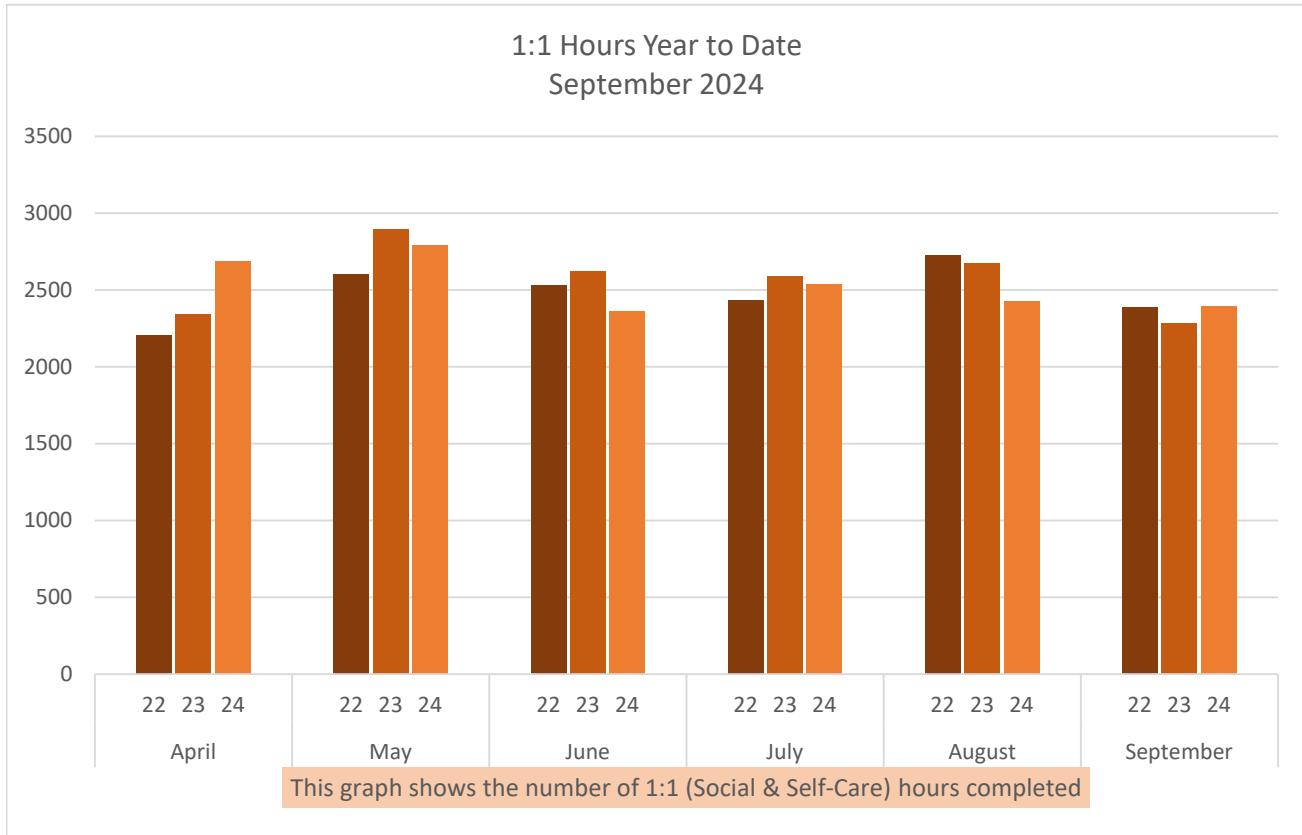
### Support Coordination



### Plan Management



**1:1**





TO CELEBRATE  
INTERNATIONAL DAY OF  
PEOPLE WITH DISABILITY

**Headway are holding an  
Inclusive Inspirations Talent and  
Arts Expo**

**WE WANT TO PUT THE SPOTLIGHT ON  
YOU**

**Are you an artist? are you creative? or do you have an amazing  
activity or talent that you would like to showcase or sell ?**



**Wednesday 4th December  
Morwell Senior Citizens  
2-4 Maryvale Cres. Morwell Vic 3840  
10.00am - 3.00pm**



**This is a free event, with a sausage sizzle and coffee cart  
at the Expo for you to enjoy**

Please contact Headway on 5127 7166  
or email [reception@headwaygippsland.org.au](mailto:reception@headwaygippsland.org.au)  
for further details or to book your place

**This event is proudly sponsored by Tilt Renewable's  
Latrobe Valley Battery Energy Storage & System**





YOU ARE INVITED TO  
HEADWAY GIPPSLAND'S

# Christmas LUNCH

AT 12 NOON  
11 DECEMBER, 2024

MORWELL RSL  
52 ELGIN ST, MORWELL

LUNCH & DESSERT \$39.00

RSVP TO  
[reception@headwaygippsland.org.au](mailto:reception@headwaygippsland.org.au)

PLEASE  
RSVP  
BY 29<sup>TH</sup>  
NOV.

## Balance Sheet

Headway Gippsland Inc

As at 31 August 2024

<b>Account</b>	<b>31 Aug 2024</b>	<b>31 July 2024</b>	<b>30 Jun 2023</b>
<b>Assets</b>			
Bank	556,268.92	761,239.44	826,625.38
Current Assets	2,575,761.17	2,531,181.12	2,177,527.04
Fixed Assets	797,977.99	799,025.60	612,872.08
<b>Total Assets</b>	<b>3,930,008.08</b>	<b>4,091,446.16</b>	<b>3,617,024.50</b>
<b>Liabilities</b>			
Current Liabilities	248,155.97	439,689.01	280,500.40
<b>Total Liabilities</b>	<b>248,155.97</b>	<b>439,689.01</b>	<b>280,500.40</b>
<b>Net Assets</b>	<b>3,681,852.11</b>	<b>3,651,757.15</b>	<b>3,336,524.10</b>
<b>Equity</b>			
Contributed Equity:Distribution of capital profi	996,653.22	996,653.22	996,653.22
Contributed Equity:Movement 1	(395,250.32)	(395,250.32)	(395,250.32)
Current Year Earnings	63,087.36	32,992.40	283,048.27
Asset Revaluation Reserve	856,868.80	856,868.80	651,668.80
Opening Bal Equity	217,931.82	217,931.82	217,931.82
Retained Earnings	1,942,561.23	1,942,561.23	1,582,472.31
<b>Total Equity</b>	<b>3,681,852.11</b>	<b>3,651,757.15</b>	<b>3,336,524.10</b>

## Balance Sheet

Headway Gippsland Inc

As at 30 September 2024

<b>Account</b>	<b>30 Sept 2024</b>	<b>31 Aug 2024</b>	<b>30 Jun 2023</b>
<b>Assets</b>			
Bank	881,830.67	556,268.92	826,625.38
Current Assets	2,377,244.86	2,575,761.17	2,177,527.04
Fixed Assets	796,964.19	797,977.99	612,872.08
<b>Total Assets</b>	<b>4,056,039.72</b>	<b>3,930,008.08</b>	<b>3,617,024.50</b>
<b>Liabilities</b>			
Current Liabilities	355,803.28	248,155.97	280,500.40
<b>Total Liabilities</b>	<b>355,803.28</b>	<b>248,155.97</b>	<b>280,500.40</b>
<b>Net Assets</b>	<b>3,700,236.44</b>	<b>3,681,852.11</b>	<b>3,336,524.10</b>
<b>Equity</b>			
Contributed Equity:Distribution of capital profi	996,653.22	996,653.22	996,653.22
Contributed Equity:Movement 1	(395,250.32)	(395,250.32)	(395,250.32)
Current Year Earnings	81,471.69	63,087.36	283,048.27
Asset Revaluation Reserve	856,868.80	856,868.80	651,668.80
Opening Bal Equity	217,931.82	217,931.82	217,931.82
Retained Earnings	1,942,561.23	1,942,561.23	1,582,472.31
<b>Total Equity</b>	<b>3,700,236.44</b>	<b>3,681,852.11</b>	<b>3,336,524.10</b>

## Profit and Loss

Headway Gippsland Inc

For the month ended 31 August 2024

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	2024/25 Budget
<b>Trading Income</b>							
<b>NDIS SERVICES</b>							
3NDIS Services:NDIS Plan Man Fees	99,310.97	102,256.00	-2.88%	198,936.09	204,512.00	-2.73%	1,227,079.00
3NDIS Services:NDIS Plan Man Set Up Fees	9,758.70	9,294.00	5.00%	15,799.80	18,588.00	-15.00%	111,528.00
3NDIS Services:NDIS Personal Services	185,990.72	210,600.00	-11.69%	369,361.50	421,200.00	-12.31%	2,737,990.00
3NDIS Services NDIS Home Care	3,036.42	2,000.00	51.82%	6,083.15	4,000.00	52.08%	30,240.00
3NDIS Services:NDIS SSG Income	9,808.96	8,308.00	18.07%	20,444.96	16,616.00	23.04%	108,000.00
3NDIS Services:NDIS Support Co_Ord Fee	56,926.90	53,000.00	7.41%	112,398.62	106,000.00	6.04%	676,946.00
<b>NDIS Services</b>	<b>364,832.67</b>	<b>385,458.00</b>	<b>-5.35%</b>	<b>723,024.12</b>	<b>770,916.00</b>	<b>-6.21%</b>	<b>4,891,783.00</b>
<b>PARTICIPANT CONTRIBUTIONS</b>							
Client Contributions:Client Contributions Latrobe	208.00	166.00	25.30%	503.00	332.00	51.51%	2,000.00
Client Contributions:Client Contributions Trafalgar	192.00	208.00	-7.69%	277.00	416.00	-33.41%	2,500.00
Client Contributions:Client Contributions Wonthaggi	215.00	266.00	-19.17%	463.00	532.00	-12.97%	3,200.00
Client Contributions:Sponsorships/Fundraising	0.00	16.00	-100.00%	0.00	32.00	-100.00%	200.00
<b>Total PARTICIPANT CONTRIBUTIONS</b>	<b>615.00</b>	<b>656.00</b>	<b>-6.25%</b>	<b>1,243.00</b>	<b>1,312.00</b>	<b>-5.26%</b>	<b>7,900.00</b>
<b>OTHER FUNDING</b>							
Other Funding:Welshpool House Income	0.00	0.00	0.00%	0.00	0.00	0.00%	500.00
Other Funding Workcover Reimb	3,420.00	0.00	0.00%	5,130.00	0.00	0.00%	0.00
<b>Total OTHER FUNDING</b>	<b>3,420.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>5,130.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>500.00</b>
<b>OTHER INCOME</b>							
Other income:Dividends	0.00	0.00	0.00%	0.00	0.00	0.00%	75.00

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	2024/25 Budget
Other income:Donations	0.00	63.00	-100.00%	0.00	1,863.00	-100.00%	2,500.00
Other income:Interest	12,882.44	10,500.00	22.69%	25,754.92	21,000.00	22.64%	126,000.00
Other income:Memberships	0.00	0.00	0.00%	0.00	0.00	0.00%	200.00
<b>Total OTHER INCOME</b>	<b>12,882.44</b>	<b>10,563.00</b>	<b>21.96%</b>	<b>25,754.92</b>	<b>22,863.00</b>	<b>12.65%</b>	<b>128,775.00</b>
<b>Total Trading Income</b>	<b>381,750.11</b>	<b>396,677.00</b>	<b>-3.76%</b>	<b>755,152.04</b>	<b>795,091.00</b>	<b>-5.02%</b>	<b>5,028,958.00</b>
<b>Gross Surplus</b>	<b>381,750.11</b>	<b>396,677.00</b>	<b>-3.76%</b>	<b>755,152.04</b>	<b>795,091.00</b>	<b>-5.02%</b>	<b>5,028,958.00</b>

#### Operating Expenses

##### ADMINISTRATION

Accounting/Bookkeeping	2,895.46	2,500.00	15.82%	5,790.92	5,000.00	15.82%	30,000.00
Accounting Finance Contract	800.00	0.00	0.00%	800.00	0.00	0.00%	5,000.00
Advertising & Marketing:Advertising General	0.00	166.00	-100.00%	0.00	332.00	-100.00%	2,000.00
Advertising & Marketing:Marketing & Communication	0.00	416.00	-100.00%	0.00	832.00	-100.00%	5,000.00
Auditors:Auditors Financial	0.00	0.00	0.00%	0.00	0.00	0.00%	4,000.00
Bank Fees & Charges	485.02	375.00	29.34%	974.64	750.00	29.95%	4,500.00
Legal Services	0.00	0.00	0.00%	0.00	0.00	0.00%	3,000.00
Postage General	150.77	250.00	-39.69%	423.49	500.00	-15.30%	3,000.00
Printing & Stationery:Printing Stat Office Supplies	423.65	666.00	-36.39%	950.63	1,332.00	-28.63%	8,000.00
Storage of Documents	77.88	66.00	18.00%	158.36	132.00	19.97%	800.00
Subscriptions/Memberships	0.00	0.00	0.00%	0.00	0.00	0.00%	7,500.00

##### CONSULTANTS

Consultants:HR & IR Contract	250.00	1,000.00	-75.00%	1,681.25	2,000.00	-15.94%	12,000.00
Consultants:Quality Audit Consultant	0.00	5,000.00	-100.00%	0.00	5,000.00	-100.00%	8,000.00
<b>Total CONSULTANTS</b>	<b>250.00</b>	<b>6,000.00</b>	<b>-95.83%</b>	<b>1,681.25</b>	<b>7,000.00</b>	<b>-75.98%</b>	<b>20,000.00</b>

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	2024/25 Budget
<b>GOVERNANCE</b>							
Governance Expenses:AGM Expenses	0.00	0.00	0.00%	0.00	0.00	0.00%	1,000.00
Governance Expenses:Board Meetings Expense/Catering	347.93	166.00	109.60%	347.93	332.00	4.80%	2,000.00
Governance Expenses:Catering Other Meetings etc	0.00	41.00	-100.00%	0.00	82.00	-100.00%	500.00
Governance Expenses:Governance Training	0.00	416.00	-100.00%	0.00	832.00	-100.00%	5,000.00
<b>Total GOVERNANCE</b>	<b>347.93</b>	<b>623.00</b>	<b>-44.15%</b>	<b>347.93</b>	<b>1,246.00</b>	<b>-72.08%</b>	<b>8,500.00</b>
<b>INSURANCES</b>							
Insurance Liability Cover	2,053.00	2,166.00	-5.22%	4,106.00	4,332.00	-5.22%	26,000.00
Insurance:Insurance Drouin	0.00	0.00	0.00%	0.00	0.00	0.00%	2,500.00
Insurance: Morwell	0.00	0.00	0.00%	0.00	0.00	0.00%	1,500.00
Insurance:Insurance Building Newborough	0.00	0.00	0.00%	0.00	0.00	0.00%	2,000.00
Insurance Trafalgar	0.00	0.00	0.00%	0.00	0.00	0.00%	300.00
Insurance:Insurance Building Welshpool	0.00	0.00	0.00%	0.00	0.00	0.00%	1,500.00
<b>Total INSURANCES</b>	<b>2,053.00</b>	<b>2,166.00</b>	<b>-5.22%</b>	<b>4,106.00</b>	<b>4,332.00</b>	<b>-5.22%</b>	<b>33,800.00</b>
<b>Total ADMINISTRATION</b>	<b>7,483.71</b>	<b>13,228.00</b>	<b>-43.43%</b>	<b>15,233.22</b>	<b>21,456.00</b>	<b>-29.00%</b>	<b>135,100.00</b>
<b>PARTICIPANT SERVICES</b>							
Client Services:Accommodation Welshpool	0.00	0.00	0.00%	0.00	0.00	0.00%	200.00
Client Services:Activities LV SSG	154.92	266.00	-41.76%	316.30	532.00	-40.55%	3,200.00
Client Services:Activities Trafalgar SSG	282.49	200.00	41.25%	932.02	400.00	133.01%	2,400.00
Client Services:Activities Wonthaggi SSG	32.87	291.00	-88.70%	633.43	582.00	8.84%	3,500.00
Client Services:Client Services NDIS Packages	14.42	41.00	-64.83%	14.42	82.00	-82.41%	500.00
<b>Total PARTICIPANT SERVICES</b>	<b>484.70</b>	<b>798.00</b>	<b>-39.26%</b>	<b>1,896.17</b>	<b>1,596.00</b>	<b>18.81%</b>	<b>9,800.00</b>
<b>MAINTENANCE/REPAIRS</b>							
<b>EQUIPMENT</b>							
Maint Repairs:Computer Software/Website	4,276.17	5,166.00	-17.22%	8,958.46	10,332.00	-13.29%	62,000.00

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	2024/25 Budget
Maint Repairs:Office Equip/Minor Purchases	54.55	83.00	-34.28%	54.55	166.00	-67.14%	1,000.00
<b>Total EQUIPMENT</b>	<b>4,330.72</b>	<b>5,249.00</b>	<b>-17.49%</b>	<b>9,013.01</b>	<b>10,498.00</b>	<b>-14.15%</b>	<b>63,000.00</b>
<b>BUILDINGS</b>							
Maint Repairs:Drouin Office	593.81	500.00	18.76%	1,336.27	1,000.00	33.63%	6,000.00
Maint Repairs Morwell Office	303.04	350.00	-13.42%	592.81	700.00	-15.31%	4,200.00
Maint Repairs:Building Newborough	207.66	416.00	-50.08%	391.32	832.00	-52.97%	5,000.00
Maint Repairs:Trafalgar Office	0.00	41.00	-100.00%	0.00	82.00	-100.00%	500.00
Maint Repairs:Welshpool House	0.00	0.00	0.00%	0.00	0.00	0.00%	500.00
<b>Total BUILDINGS</b>	<b>1,104.51</b>	<b>1,307.00</b>	<b>-15.49%</b>	<b>2,320.40</b>	<b>2,614.00</b>	<b>-11.23%</b>	<b>16,200.00</b>
<b>Total MAINTENANCE/REPAIRS</b>	<b>5,435.23</b>	<b>6,556.00</b>	<b>-17.10%</b>	<b>11,333.41</b>	<b>13,112.00</b>	<b>-13.56%</b>	<b>79,200.00</b>
<b>RENTS</b>							
Rent:Rent Drouin Office	2,550.37	2,500.00	2.01%	5,100.74	5,000.00	2.01%	30,000.00
Rent:Rent LV SSG	0.00	0.00	0.00%	0.00	0.00	0.00%	1,000.00
Rent Morwell Office	4,097.73	4,166.00	-1.64%	8,195.46	8,332.00	-1.64%	50,000.00
Rent:Rent Trafalgar Office	0.00	0.00	0.00%	550.00	500.00	10.00%	500.00
Rent:Rent Wonthaggi SSG	0.00	0.00	0.00%	0.00	800.00	-100.00%	1,600.00
<b>Total RENTS</b>	<b>6,648.10</b>	<b>6,666.00</b>	<b>-0.27%</b>	<b>13,846.20</b>	<b>14,632.00</b>	<b>-5.37%</b>	<b>83,100.00</b>
<b>SALARIES AND ONCOSTS</b>							
Salary and Wages.: Administration	104,031.73	119,640.00	-13.05%	199,456.12	239,280.00	-16.64%	1,555,330.00
Salary and Wages.: NDIS	125,338.39	135,490.00	-7.49%	246,690.56	270,980.00	-8.96%	1,761,382.00
Salaries & Wages:Homecare Services	1,863.09	1,661.00	12.17%	3,783.53	3,322.00	13.89%	21,600.00
Salary and Wages.: Social Support Groups	6,036.10	6,662.00	-9.40%	12,479.69	13,324.00	-6.34%	86,607.00
Salaries & Wages Overheads:Personal leave	3,337.00	3,109.00	7.33%	6,674.00	6,218.00	7.33%	37,316.00
ABI Specialised Network Support	0.00	0.00	0.00%	0.00	0.00	0.00%	10,000.00
Salaries & Wages Overheads:Long Service Leave	0.00	0.00	0.00%	0.00	0.00	0.00%	53,816.00

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	2024/25 Budget
Salaries & Wages Overheads:Staff Amenities	508.83	1,000.00	-49.12%	980.47	2,000.00	-50.98%	15,000.00
Salaries & Wages Overheads:Staff Recruitment	0.00	250.00	-100.00%	0.00	500.00	-100.00%	3,000.00
Salaries & Wages Overheads:Staff Training Meetings & W:	0.00	833.00	-100.00%	3,568.02	1,666.00	114.17%	20,000.00
Salaries & Wages Overheads Staff:Employee Asist Prog	0.00	0.00	0.00%	3,000.00	5,000.00	-40.00%	5,000.00
Salaries & Wages Overheads:CEO Conferences	0.00	666.00	-100.00%	0.00	1,332.00	-100.00%	8,000.00
Salaries & Wages Overheads:Superannuation	28,925.25	31,765.00	-8.94%	57,598.92	63,530.00	-9.34%	412,945.00
Salaries & Wages Overheads:Workcover Medical Costs	0.00	0.00	0.00%	855.00	0.00	0.00%	0.00
Salaries & Wages Overheads:Workcover Premium	11,500.00	10,910.00	5.41%	23,000.00	21,820.00	5.41%	130,923.00
Salaries & Wages Overheads:Annual leave	14,460.00	15,157.00	-4.60%	28,920.00	30,314.00	-4.60%	181,887.00
Salaries & Wages Overheads:Workcover Top Up	2,280.00	0.00	0.00%	4,749.00	0.00	0.00%	0.00
Sleepover Allowance:Sleep Over Allowances NDIS	0.00	166.00	-100.00%	0.00	332.00	-100.00%	2,000.00
<b>Total SALARIES AND ONCOSTS</b>	<b>298,280.39</b>	<b>327,309.00</b>	<b>-8.87%</b>	<b>591,755.31</b>	<b>659,618.00</b>	<b>-10.29%</b>	<b>4,304,806.00</b>
<b>TELEPHONES AND ALLOWANCES</b>							
<b>TELEPHONES COSTS</b>							
Telephone:Telephone Internet Drouin	280.00	333.00	-15.92%	560.00	666.00	-15.92%	4,000.00
Telephone Internet Office Morwell	1,079.04	1,166.00	-7.46%	2,227.16	2,332.00	-4.50%	14,000.00
Telephone Internet Office Newborough	120.00	116.00	3.45%	240.00	232.00	3.45%	1,400.00
Telephone:Telephone Office Trafalgar	0.00	41.00	-100.00%	0.00	82.00	-100.00%	500.00
<b>Total TELEPHONES COSTS</b>	<b>1,479.04</b>	<b>1,656.00</b>	<b>-10.69%</b>	<b>3,027.16</b>	<b>3,312.00</b>	<b>-8.60%</b>	<b>19,900.00</b>
<b>TELEPHONE ALLOWANCES</b>							
Telephone Allowances:Telephone Allow Admin	313.82	416.00	-24.56%	627.64	832.00	-24.56%	5,000.00
Telephone Allowances:Telephone Allow Worth SS	20.00	20.00	0.00%	40.00	40.00	0.00%	240.00
<b>Total TELEPHONE ALLOWANCES</b>	<b>333.82</b>	<b>436.00</b>	<b>-23.44%</b>	<b>667.64</b>	<b>872.00</b>	<b>-23.44%</b>	<b>5,240.00</b>
<b>Total TELEPHONES AND ALLOWANCES</b>	<b>1,812.86</b>	<b>2,092.00</b>	<b>-13.34%</b>	<b>3,694.80</b>	<b>4,184.00</b>	<b>-11.69%</b>	<b>25,140.00</b>
<b>TRAVEL ALLOWANCES</b>							



Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	2024/25 Budget
Travel Allowance:Admin	5,769.20	5,538.00	4.17%	11,538.40	11,076.00	4.17%	72,000.00
Travel Allowance: NDIS	15,094.22	16,393.00	-7.92%	30,467.38	32,786.00	-7.07%	213,116.00
Travel Allowance: SSG	0.00	33.00	-100.00%	0.00	66.00	-100.00%	400.00
<b>Total TRAVEL ALLOWANCES</b>	<b>20,863.42</b>	<b>21,964.00</b>	<b>-5.01%</b>	<b>42,005.78</b>	<b>43,928.00</b>	<b>-4.38%</b>	<b>285,516.00</b>
<b>UTILITIES</b>							
Utilities:Drouin Council Rates	0.00	100.00	-100.00%	0.00	200.00	-100.00%	1,200.00
Utilities:Drouin Electricity	172.31	133.00	29.56%	369.24	266.00	38.81%	1,600.00
Utilities:Drouin Gas	492.57	133.00	270.35%	492.57	266.00	85.18%	1,600.00
Utilities:Drouin Water Rates	0.00	100.00	-100.00%	16.20	200.00	-91.90%	1,200.00
Utilities Morwell Council Rates	1,134.15	416.00	172.63%	1,134.15	832.00	36.32%	5,000.00
Utilities Morwell Electricity	0.00	333.00	-100.00%	0.00	666.00	-100.00%	4,000.00
Utilities: Morwell Water Rates	382.10	125.00	205.68%	382.10	250.00	52.84%	1,500.00
Utilities:Newborough Council Rates	891.50	83.00	974.10%	891.50	166.00	437.05%	1,000.00
Utilities:Newborough Electricity	0.00	100.00	-100.00%	0.00	200.00	-100.00%	1,200.00
Utilities:Newborough Water Rates	370.26	125.00	196.21%	370.26	250.00	48.10%	1,500.00
Utility Expenses Rates Welshpool House	0.00	0.00	0.00%	0.00	1,800.00	-100.00%	1,800.00
<b>Total UTILITIES</b>	<b>3,442.89</b>	<b>1,648.00</b>	<b>108.91%</b>	<b>3,656.02</b>	<b>5,096.00</b>	<b>-28.26%</b>	<b>21,600.00</b>
<b>VEHICLES EXPENSES</b>							
Vehicle Expenses:Motor Vehicle:Fuel MV	176.68	125.00	41.34%	313.54	250.00	25.42%	1,501.00
Vehicle Expenses:Motor Vehicle:Insurance MV	5,979.56	3,400.00	75.87%	5,979.56	3,400.00	75.87%	3,400.00
Vehicle Expenses:Motor Vehicle:Registration MV	0.00	166.00	-100.00%	0.00	332.00	-100.00%	2,000.00
Vehicle Expenses:Motor Vehicle:Repairs & Maintenance M	0.00	208.00	-100.00%	255.44	416.00	-38.60%	2,500.00
<b>Total VEHICLES EXPENSES</b>	<b>6,156.24</b>	<b>3,899.00</b>	<b>57.89%</b>	<b>6,548.54</b>	<b>4,398.00</b>	<b>48.90%</b>	<b>9,401.00</b>
Depreciation	1,047.61	1,666.00	-37.12%	2,095.23	3,332.00	-37.12%	20,000.00
<b>Total Operating Expenses</b>	<b>351,655.15</b>	<b>385,826.00</b>	<b>-8.86%</b>	<b>692,064.68</b>	<b>771,352.00</b>	<b>-10.28%</b>	<b>4,973,663.00</b>

<b>Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance (%)</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance (%)</b>	<b>2024/25 Budget</b>
<b>Net Surplus/(Deficit)</b>	<b>30,094.96</b>	<b>10,851.00</b>	<b>177.35%</b>	<b>63,087.36</b>	<b>23,739.00</b>	<b>165.75%</b>	<b>55,295.00</b>

## Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 30 September 2024

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
<b>Trading Income</b>							
NDIS Services	372,889.42	385,558.00	-3.29%	1,095,913.54	1,156,474.00	-5.24%	4,891,783.00
Client Services	4,651.00	656.00	608.99%	5,894.00	1,968.00	199.49%	7,900.00
Other Funding	0.00	0.00	0.00%	0.00	0.00	0.00%	500.00
<b>Other Income</b>							
Other income:Dividends	0.00	0.00	0.00%	0.00	0.00	0.00%	75.00
Other income:Donations	0.00	63.00	-100.00%	0.00	1,926.00	-100.00%	2,500.00
Other income:Interest	12,878.60	10,500.00	22.65%	38,633.52	31,500.00	22.65%	126,000.00
Other income:Memberships	45.45	200.00	-77.28%	45.45	200.00	-77.28%	200.00
Other Funding Workcover Reimb	2,010.00	0.00	0.00%	7,140.00	0.00	0.00%	0.00
<b>Total Other Income</b>	<b>14,934.05</b>	<b>10,763.00</b>	<b>38.75%</b>	<b>45,818.97</b>	<b>33,626.00</b>	<b>36.26%</b>	<b>128,775.00</b>
<b>Total Trading Income</b>	<b>392,474.47</b>	<b>396,977.00</b>	<b>-1.13%</b>	<b>1,147,626.51</b>	<b>1,192,068.00</b>	<b>-3.73%</b>	<b>5,028,958.00</b>
<b>Gross Surplus</b>							
	<b>392,474.47</b>	<b>396,977.00</b>	<b>-1.13%</b>	<b>1,147,626.51</b>	<b>1,192,068.00</b>	<b>-3.73%</b>	<b>5,028,958.00</b>
<b>Operating Expenses</b>							
Accounting/Bookkeeping	2,481.82	2,500.00	-0.73%	8,272.74	7,500.00	10.30%	30,000.00
Finance Contract	0.00	0.00	0.00%	800.00	0.00	0.00%	5,000.00
Advertising & Marketing	0.00	582.00	-100.00%	0.00	1,746.00	-100.00%	7,000.00
Auditors	3,800.00	4,000.00	-5.00%	3,800.00	4,000.00	-5.00%	4,000.00

<b>Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance (%)</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance (%)</b>	<b>Full Year Budget</b>
Bank Fees & Charges	405.59	375.00	8.16%	1,380.23	1,125.00	22.69%	4,500.00
Client Services	1,738.63	798.00	117.87%	3,634.80	2,394.00	51.83%	9,800.00
Consultants	940.63	1,000.00	-5.94%	2,621.88	8,000.00	-67.23%	20,000.00
Depreciation	1,013.80	1,666.00	-39.15%	3,109.03	4,998.00	-37.79%	20,000.00
Governance Expenses	0.00	623.00	-100.00%	347.93	1,869.00	-81.38%	8,500.00
Insurance	2,053.00	2,166.00	-5.22%	6,159.00	6,498.00	-5.22%	33,800.00
Legal Services	0.00	0.00	0.00%	0.00	0.00	0.00%	3,000.00
Maintenance Repairs	7,852.01	6,556.00	19.77%	19,185.42	19,668.00	-2.45%	79,200.00
Postage General	409.08	250.00	63.63%	832.57	750.00	11.01%	3,000.00
Printing & Stationery:Printing Stat Office Suppli	997.91	666.00	49.84%	1,948.54	1,998.00	-2.48%	8,000.00
Rent	6,446.25	6,666.00	-3.30%	20,292.45	21,298.00	-4.72%	83,100.00
Salary & Wage Overheads	73,171.61	77,310.00	-5.35%	197,768.02	210,022.00	-5.83%	869,887.00
Salary & Wages	245,931.65	263,453.00	-6.65%	713,090.55	790,359.00	-9.78%	3,424,919.00
Storage of Documents	80.48	66.00	21.94%	238.84	198.00	20.63%	800.00
Subscriptions/Memberships	0.00	0.00	0.00%	0.00	0.00	0.00%	7,500.00
Telephone Allowance	333.82	436.00	-23.44%	1,001.46	1,308.00	-23.44%	5,240.00
Telephone	1,505.40	1,656.00	-9.09%	4,532.56	4,968.00	-8.76%	19,900.00
Travel Allowance	22,244.64	21,964.00	1.28%	64,250.42	65,892.00	-2.49%	285,516.00
Utilities	2,140.74	2,315.00	-7.53%	5,796.76	6,745.00	-14.06%	21,600.00
Vehicle Expenses	543.08	499.00	8.83%	7,091.62	4,897.00	44.82%	9,401.00
ABI Specialised Network Support	0.00	0.00	0.00%	0.00	0.00	0.00%	10,000.00
<b>Total Operating Expenses</b>	<b>374,090.14</b>	<b>395,547.00</b>	<b>-5.42%</b>	<b>1,066,154.82</b>	<b>1,166,233.00</b>	<b>-8.58%</b>	<b>4,973,663.00</b>
<b>Net Surplus/(Deficit)</b>	<b>18,384.33</b>	<b>1,430.00</b>	<b>1185.62%</b>	<b>81,471.69</b>	<b>25,835.00</b>	<b>215.35%</b>	<b>55,295.00</b>

# Business Plan for Headway Gippsland Inc.

## Executive Summary

Headway Gippsland is a leading specialist provider of services for individuals with disabilities., with a keen interest in supporting those with acquired Brain injuries.

Our mission is to enhance the quality of life for our participants through innovative, responsive, and high-quality services. This business plan outlines our strategic objectives and initiatives to maintain and expand our leadership in the sector, enhance our workforce, ensure financial sustainability, and strengthen community engagement.

## Strategic Objectives

### 1. Our Participants

#### 1.1 Service Expansion and Innovation

**Objective:** Headway Gippsland is recognised as an innovative and expanding service provider that responds to system changes and emerging needs of those who need our services. Headway support initiatives that encourage and foster positive promotion of those with disabilities in our community

**Initiative:**

**Actions:**

- Develop and pilot new service models and programs that address identified needs.
- Establish partnerships with other organisations and funding bodies to support service expansion.

#### 1.2 Organisational Excellence

**Objective:** Headway Gippsland is an innovative and expanding service provider that responds to system changes and emerging needs.

**Initiative:** Enhance the training, support, and development of the workforce to ensure they are well-prepared to meet current and future service needs.

**Actions:**

- Implement a comprehensive training and development program aligned with industry standards and emerging trends.
- Identify and review opportunities to support our workforce outside of award tangible recognitions
- Regularly review and update training programs to address evolving service requirements.

### 2. Our People

#### 2.1 Workforce Development

**Objective:** Headway Gippsland will enhance training, support, and development to ensure the workforce is well-prepared to meet both current and future service needs.

**Actions:**

- Create a continuous professional development plan for all staff.
- Increase investment in leadership and management training.
- Establish clear career progression pathways to improve staff retention.

#### 2.2 Organisational Culture

**Objective:** Headway Gippsland is an employer of choice where people want to work.

**Actions:**

- Foster a values-based culture through regular team-building activities and recognition programs.
- Implement feedback mechanisms to ensure staff voices are heard and acted upon.
- Promote work-life balance and employee well-being initiatives.

**3. Sustainability****3.1 Financial Growth**

**Objective:** Diversify Headway Gippsland with the long-term objective of financial sustainability.

**Actions:**

- Identify and pursue alternative funding streams beyond traditional sources.
- Develop and execute a fundraising strategy that includes grants, donations, and corporate partnerships.
- Monitor financial performance and adjust strategies to ensure year-on-year revenue

**3.2 Continuous Improvement**

**Objective:** Continuous improvement of organisational oversight.

**Actions:**

- Implement regular performance evaluations and audits in areas of governance
- Develop an internal review process to identify and address areas for improvement.
- Encourage a culture of continuous feedback and learning.

**3.3 Opportunities Exploration****3. New Service Areas****Opportunities to Explore:**

- **Driving Services for Aged and Disabled:** Develop specialised driving programs or services.
- **Registered Training Organization (RTO) or Professional Development Programs:** Establish a training division for professional courses related to ABI and disability services.
- **Aged Care Provider/Packages:** Expand into aged care services and package offerings.

**3.4 Social Enterprise and Community Initiatives****Opportunities to Explore:**

- **Opportunity Shop:** Create an opportunity shop where participants can develop skills.
- **Accessible Travel/Accommodation Services:** Provide travel and accommodation solutions for individuals with disabilities.

**3.5 Additional Initiatives****Opportunities to Explore:**

- **Payroll Outsourcing for Other Providers:** Offer payroll services to other organizations in the sector.
- **Supported Employment Ventures:** Develop social enterprises such as house cleaning services or dog treat production.

**4. Our Connected Community****4.1 Community Engagement**

**Objective:** Enhance proactive engagement with participants and the broader community to better understand and respond to changing needs.

**Actions:**

- Develop and execute a comprehensive communication strategy by June 2025.
- Engage with local communities through outreach programs and partnerships.
- Establish feedback loops to ensure community needs and concerns are addressed.

#### 4.2 Policy Influence

**Objective:** Headway Gippsland influences policy development across the three levels of government.

**Actions:**

- Advocate for policy changes and improvements relevant to established service provision.
- Build relationships with policymakers and participate in relevant forums and discussions.
- Monitor and analyse policy developments to stay informed and proactive.

#### Conclusion

Headway Gippsland is committed to strengthening its future through strategic innovation, robust workforce development, financial sustainability, and proactive community engagement. By leveraging new opportunities and continuously improving our operations, we aim to enhance the lives of those we serve and solidify our position as a trusted and dynamic service provider in Gippsland and beyond.

## Strategic Plan

2024 to 2024

Mission: Headway Gippsland's mission is to support and empower people with disabilities to live independent, meaningful, and enriched lives.

Values: Respect - Collaboration - Innovation - Diversity - Integrity

Strategic themes	Areas Of Focus (how we will get there)	SMART Goals	Year			Owner	Cost	Further Details
			2024-25	2025-26	2026-27			
<b>1. Our Participants</b> All Gippsland community members have access to an innovative range of person-centred services.	Headway Gippsland is recognised as an innovative and expanding service provider that responds to system changes and emerging needs.	Expand services outside of the national Disability Insurance Scheme.		x		Exec Team		Conduct research to identify gaps and opportunities in the current service landscape.
		Enhance the training, support and development of the workforce to ensure they are well-prepared to meet current and future service needs.		x		Exec team		Implement a comprehensive training and development program aligned with industry standards and emerging trends.
								Detail/plan the development of AI training with VR (virtual reality) that supports disability support workers to better understand the needs of those they support.
<b>2. Our People</b> Our people are valued and acknowledged for the skills, knowledge and quality service they deliver.	Headway Gippsland is an employer of choice.	Headway Gippsland will enhance training, support and development to ensure the workforce is well prepared to meet both current and future service needs.		x		General Manager		Conduct a survey to assess current employee satisfaction and areas for improvement.
		Recognition Program		x		CEO/GM		Review current employee recognition and reward program and utilising feedback to build on current program.
		Career Development		x		CEO/ops manager		Formal supervision pathway with career progression.
<b>3. Our Sustainability</b> Our effective governance, planning and management attracts ongoing and diverse revenue streams.	Fluidity and creativity are immersed within the constitution.	Amend the constitution to enable the Vision, Mission and Values to be at the forefront of service design.		x		Board		Engage legal counsel to review and recommend necessary amendment to the constitution.
		Develop annual statement on target level of reserve prior to development of budget.				Board/CEO/Finance Manger		Hold a special AGM with the members to gain feedback and support for constitutional change.
	3.3 Continuous improvement of organisational oversight.	Identify and pursue alternative funding streams beyond traditional sources.		x		Board/CEO		Monitor financial performance and adjust strategies to ensure year on year revenue growth from alternative sources.
		Board succession and development plan is established and evaluated annually.				Board/CEO/board exec support		A Board skills matrix is developed and used to identify existing or emerging gaps in the Board profile. Explore strategies for Board, Chair and Director evaluations. Identify professional development opportunities for the Board and individual members and pursue. Develop a Board recruitment strategy and member on-boarding process.



Strategic themes	Areas Of Focus (how we will get there)	SMART Goals	Year			Owner	Cost	Further Details
			2024-25	2025-26	2026-27			
<b>4. Our Community Connectedness</b> Our community is empowered to proactively contribute to improving the wellbeing of people with a disability and older citizens.	Headway Gippsland has a proactive approach to engaging with participants and the wider community.	Board determines operating expense required				Board/CEO		Maintain a cash reserve equivalent to 6 months of operating expenses.
		Development of disability awareness programs that raise awareness of what participants can do				Exec team		Contribute to Awareness campaigns that strength community understanding of ageing and disability issues.
		Hold art expos Sell homemade wares Create new opportunities for social engagement				Exec team		Conduct awareness campaigns that highlight the valued contributions of those with different needs in our community.
								Establish and actively collaborate community organisations/ social media influences and those with disabilities

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Edwin Vandenberg	Emma Vandenberg	Gary Dore	Leisa Harper	Marianne Fontaine	Phil Drummond	Robyn George
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**Section 1**

1.	The agenda of Board meetings is well planned, so that we are able to get through all necessary Board business.	4	n/a	n/a	4	5	3	4
2.	It seems like most Board members come to meetings prepared.	4	n/a	n/a	5	5	2	3
3.	We receive written reports to the Board in advance of our meetings.	4	n/a	n/a	4	5	4	4
4.	All Board members participate in important board discussions.	4	n/a	n/a	5	5	2	3
5.	We do a good job encouraging and dealing with different points of view.	5	n/a	n/a	4	4	5	4
6.	We all support the decisions we make.	5	n/a	n/a	5	4	4	4
7.	Our Board meetings are always interesting.	3	n/a	n/a	5	4	3	4
8.	Our Board meetings are frequently fun.	4	n/a	n/a	4	4	3	2
	My Overall Rating	Very good	n/a	n/a	Very good	Excellent	Good	Very good

**Questions:** 1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

**Overall Rating:** Poor, Satisfactory, Good, Very Good, Excellent

Edwin Vandenberg	Emma Vandenberg	Gary Dore	Leisa Harper	Marianne Fontaine	Phil Drummond	Robyn George
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## Section 2

1.	I am aware of what is expected of me as a Board member.	4	n/a	n/a	5	4	4	4
2.	I have a good record of meeting attendance.	5	n/a	n/a	5	4	5	4
3.	I read the minutes, reports and other materials in advance of our Board meetings.	4	n/a	n/a	5	5	5	3
4.	I am familiar with what is in the organisation's Rules Of The Association and governing policies.	4	n/a	n/a	4	4	4	2
5.	I frequently encourage other Board members to express their opinions at Board meetings.	5	n/a	n/a	4	4	4	4
6.	I am encouraged by other Board members to express my opinions at Board meetings.	5	n/a	n/a	4	4	4	4
7.	I am a good listener at Board meetings.	4	n/a	n/a	4	5	4	4
8.	I follow through on things I have said I would do.	4	n/a	n/a	4	5	4	3
9.	I maintain the confidentiality of all Board decisions.	5	n/a	n/a	5	5	5	4
10.	When I have a different opinion than the majority, I raise it.	4	n/a	n/a	5	4	4	4

<b>Edwin Vandenberg</b>	<b>Emma Vandenberg</b>	<b>Gary Dore</b>	<b>Leisa Harper</b>	<b>Marianne Fontaine</b>	<b>Phil Drummond</b>	<b>Robyn George</b>
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	My Overall Rating	Very good	n/a	n/a	Very good	Excellent	Very good	Good
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**Questions:** 1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

**Overall Rating:** Poor, Satisfactory, Good, Very Good, Excellent

Edwin Vandenberg	Emma Vandenberg	Gary Dore	Leisa Harper	Marianne Fontaine	Phil Drummond	Robyn George
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**Section 3**

1.	The Board has discussed the role and responsibilities of the Chair.	5	n/a	n/a	5	5	2	2
2.	The Chair is well prepared for Board meetings.	5	n/a	n/a	5	5	4	4
3.	The Chair helps the Board stick to the agenda.	5	n/a	n/a	5	5	4	4
4.	The Chair ensures that every Board member has an opportunity to be heard.	4	n/a	n/a	5	5	4	4
5.	The Chair is skilled at managing different points of view.	4	n/a	n/a	5	4	4	4
6.	The Chair helps the Board work well together.	4	n/a	n/a	5	4	4	4
7.	The Chair demonstrates good listening skills.	5	n/a	n/a	5	5	4	4
	My Overall Rating	Very good	n/a	n/a	Excellent	Excellent	Very good	Excellent

**Questions:** 1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

**Overall Rating:** Poor, Satisfactory, Good, Very Good, Excellent

Edwin Vandenberg	Emma Vandenberg	Gary Dore	Leisa Harper	Marianne Fontaine	Phil Drummond	Robyn George
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**Section 4**

<b>Strengths</b>	Please share up to three aspects that you believe exemplify the strengths of our Board.	Assets Financial and budgetary oversight Attitude of the board to keep building an even better organisation	n/a	n/a	Financial information is reviewed with robust questioning and supportive commentary  Robust conversations Directors seek to understand and ask good questions	1. Financial stability and oversight 2. Communication 3. United in a common purpose namely improving quality of life and increase opportunities for people living with Acquired brain injuries and/or other disabilities	Members are keen to support people with disabilities and contribute to their community.	diverse skills regionally spread out good communication
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Edwin Vandenberg	Emma Vandenberg	Gary Dore	Leisa Harper	Marianne Fontaine	Phil Drummond	Robyn George
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<p><b>Areas For Improvement</b></p>	<p>The second section invites you to highlight up to three areas where you see opportunities for growth.</p>	<p>Determining an investment strategy in line with organisational strategy to determine the future viability of the organisation into the future.</p>	<p>n/a</p>	<p>n/a</p>	<p>Appreciate the challenges with this- it would be handy to have the papers a little earlier but there may be operational reasons why we don't have them. Only a minor request.</p> <p>Ongoing development of the constitution will enable further opportunities for committees etc</p>	<p>1. Make it more enticing for new board members to join and to have a sitting board member representing clients with ABI at all times.</p> <p>2. Diversification</p> <p>3. Make all areas of governance more transparent</p>	<p>Stronger focus on governance is required. Stronger focus on strategy is required especially given pending changes to the NDIS.</p>	<p>ongoing mentoring/check ins of new board members to ensure they know what is expected of them and their role.</p>
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