

BOARD OF DIRECTORS

Bi-Monthly Meeting

Agenda

Meeting:	Board of Directors	Date:	Thursday, 30 November 2023
Meeting No.:	6/2023	Time:	5.30pm
Chair:	Phil Drummond	Venue:	The Courthouse, Warragul

Members In Attendance:

Phil Drummond	Board Director/Chair
Robyn George	Board Director/Treasurer
Leisa Harper	Board Director/Secretary
Edwin Vandenberg	Board Director
Emma Vandenberg	Board Director
Gary Dore	Board Director
Marianne Fontaine	Board Director

Apologies:

TBA

In Attendance:

Jenelle Henry	Chief Executive Officer
Lora Moulton	Executive Assistant

Agenda No.	Subject
1.	<p>Acknowledgement</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>
2.	<p>Appointment Of Positions</p> <p>Time Keeper: Choose an item.</p> <p>Minute Taker: Lora Moulton</p>

BOARD OF DIRECTORS
Bi-Monthly Meeting
Agenda

Agenda No.	Subject
3.	Declaration Of Conflict Of Interest Nil
4.	Confirmation Of Previous Minutes Motion: That the minutes of the previous meeting, held on Thursday, 19 October 2023, be accepted. Appendix 4a Moved: Choose an item. Seconded: Choose an item.
5.	Matters For Board Discussion & Decision <u>5.1 Action List Review</u> Review and discuss the progress of items on the Action List. Appendix 5a Motion: Moved: Choose an item. Seconded: Choose an item. <u>5.2 Risk Register</u> Risk Register, updated, ready for discussion at future meeting. <u>5.3 Risk Management</u> Gary to discuss. <u>5.4 Directors Portal</u> <u>5.5 2024 Calendar</u> Program for next year in terms of Board meetings and strategy development Appendix 5c

BOARD OF DIRECTORS
Bi-Monthly Meeting
Agenda

Agenda No.	Subject
	<p><u>5.6 Committee Structures</u></p> <p><u>5.7 Review of Constitution</u></p> <p><u>5.8 Emergency & Disaster Management Plan</u> Provided at last meeting, to be reviewed.</p> <p><u>5.9 Board Skills Matrix</u></p> <p><u>5.10 Board Evaluation</u></p> <p><u>5.11 Welshpool Property</u></p>
<p>6.</p>	<p>CEO Report</p> <p><u>6.1 Report</u> Report Appendix 6a Brevity Reporting Appendix 6a i</p> <p>Motion: That the CEO Report be accepted. Moved: Choose an item. Seconded: Choose an item.</p>
<p>7.</p>	<p>Financial Report</p> <p><u>7.1 Balance Sheet</u> Appendix 7a September 2023 Appendix 7b October 2023</p>

BOARD OF DIRECTORS
Bi-Monthly Meeting
Agenda

Agenda No.	Subject
	<p><u>7.2 Profit & Loss</u></p> <p>Appendix 7c September 2023</p> <p>Appendix 7d October 2023</p> <p>Motion: That the Financial Report be accepted.</p> <p>Moved: Choose an item.</p> <p>Seconded: Choose an item.</p>
8.	<p>Other Business</p> <p><u>8.1 Christmas Party invitation</u></p> <p>Appendix 8a</p> <p><u>8.2 In Camera</u></p> <ul style="list-style-type: none"> • CPI • Staff bonuses
9.	<p>Board Correspondence</p> <p>Nil</p>
10.	<p>Next Board Meeting</p> <p>Date: Thursday, 15 February 2024</p> <p>Time: 5.30pm</p> <p>Venue: to be decided</p>

BOARD OF DIRECTORS
Bi-Monthly Meeting
Agenda

Meeting Closed	
Date:	Thursday, 30 November 2023
Time:	
Chair:	Phil Drummond
Signature:	n/a
Date signed:	n/a

BOARD OF DIRECTORS

Bi-Monthly Meeting

Minutes

Meeting:	Board of Directors	Date:	Thursday, 19 October 2023
Meeting No.:	5/2023	Time:	5.15pm
Chair:	Edwin Vandenberg	Venue:	Boardroom, Morwell office

Members In Attendance:

Edwin Vandenberg	Board Director/Chair
Deb O'Keefe	Board Director/Secretary
Robyn George	Board Director/Treasurer
Phil Drummond	Board Director
Leisa Harper	Board Director

Apologies:

Marianne Fontaine	Board Director
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In Attendance:

Jenelle Henry	Chief Executive Officer
Lora Moulton	Executive Assistant
Gary Dore	

Agenda No.	Subject
1.	<p>Acknowledgement</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>
2.	<p>Appointment Of Positions</p> <p>Time Keeper: Lora Moulton Minute Taker: Lora Moulton</p>

BOARD OF DIRECTORS
Bi-Monthly Meeting
Minutes

Agenda No.	Subject
3.	<p>Declaration Of Conflict Of Interest</p> <p>Nil</p>
4.	<p>Confirmation Of Previous Minutes</p> <p>Motion: That the minutes of the previous meeting, held on Thursday, 24 August 2023, be accepted.</p> <p>Appendix A</p> <p>Moved: Leisa Harper Seconded: Phil Drummond</p>
5.	<p>Matters For Board Discussion & Decision</p> <p><u>5.1 Handover Of Roles</u> This Board meeting followed our Annual General Meeting, our Chairperson, Edwin, began the handover of roles:</p> <ul style="list-style-type: none"> • <u>Chairperson</u> Edwin handed the reins to Phil, our new Chairperson • <u>Treasurer</u> Robyn expressed her willingness to continue as Treasurer. • <u>Secretary</u> Leisa Harper stepped up as the new Secretary <p>Welcome to new Board members:</p> <ul style="list-style-type: none"> • Emma Vandenberg • Gary Dore <p><u>5.2 Action List Review</u> Reviewed and discussed the progress of items on the Action List.</p> <p>Appendix B</p> <p><u>5.3 Risk Register</u> Discussed and agreed all are happy to defer discussions until the next meeting, this will also give everyone the opportunity to read and review.</p>

BOARD OF DIRECTORS
Bi-Monthly Meeting
Minutes

Agenda No.	Subject
	<p><u>5.4 New Board Members & Nomination Forms</u> All agree, Jenelle to follow up with Glenn Kimma again. He put his name forward at last year's AGM but was then too unwell to join the Board. Action: Jenelle to follow up with Glenn Kimm.</p> <p><u>5.5 New Memberships</u></p> <p><u>5.6 Constitutional Change</u> No objections were noted at the AGM, all votes received were in favour. Action: Lora & Jenelle to proceed with changes to the Rules Of The Association document (constitution).</p> <p><u>5.7 Welshpool Property</u> Correspondence received from Richard at B D Legal, this was read out by Jenelle. Board members discussed their views in terms of the next step and agreed on the following:</p> <ul style="list-style-type: none"> • Opportunity for discussion with owner to be requested, as offered in her letter. • Ask B D Legal to formally respond, requesting that we met to discuss before the next Board meeting. <p><i>Note, correspondence to be included in Minutes</i></p> <p><u>5.8 Emergency & Disaster Management Plan</u> Appendix C To be reviewed. Action: All Board members to review.</p>
6.	<p>CEO Report</p> <p><u>6.1 Report</u> Appendix D Support Coordination explained to the Board, by Jenelle. This included the issues with plans, staff leaving and taking participants, repeatedly, this follows another horrendous month for the Support Coordination team.</p>

BOARD OF DIRECTORS
Bi-Monthly Meeting
Minutes

Agenda No.	Subject
	Motion: That the CEO Report be accepted. Moved: Gary Dore Seconded: Debra O'Keefe
7.	<p>Financial Report</p> <p><u>7.1 Balance Sheet</u> Appendix E September 2023</p> <p><u>7.2 Profit & Loss</u> Appendix F August 2023</p> <p><u>Appendix G</u> September 2023</p> <p>The Board inquired about the allocation of funds regarding salary and wages, overhead costs, and the variance from our budget. It was clarified that these funds are designated for the payment of Dianne Mumford's long service leave. In light of this, Dianne is due to return from her extended leave soon, and the question of her continued employment was raised.</p> <p>In her absence, the team at the Morwell office has effectively managed her responsibilities. In the future, a comparable role might involve handling bookings for our new property or properties, although this isn't aligned with Dianne's current capabilities. Thus, this proposed change would represent a genuine redundancy. It's essential to emphasise that Dianne has been a dedicated member of the Headway team for many years and has earned our utmost respect. The Board supports the CEO's decision in this matter, acknowledging that the position is no longer necessary due to changes in our strategic direction.</p> <p>Motion: That the Financial Report be accepted. Moved: Robyn George Seconded: Leisa Harper</p>
8.	<p>Other Business</p> <p>Bonuses, Jenelle and Lora left the meeting to allow the Board to discuss further.</p>

BOARD OF DIRECTORS
Bi-Monthly Meeting
Minutes

Agenda No.	Subject
9.	Board Correspondence Letter from Richard at B D Legal, regarding Welshpool property.
10.	Next Board Meeting Date: Thursday, 23 November 2023 Time: 5.30pm Venue: The Court House, Warragul

Meeting Closed	
Date:	Thursday, 19 October 2023
Time:	6.40pm
Chair:	Phil Drummond
Signature:	_____
Date signed:	_____

Board Of Directors - Action List

Business Arising/Action Items From Minutes



Minutes Date	Topic	Due	Who	Action Item	Comments	Status	Status Date
14-Jun-23	Resignation Of Bryan Leaf	next meeting	Board members	Consider potential new members.		In Progress	19-Oct-23
10-Aug-23	Compliance	next meeting	Board members	Complete self assessment.		In Progress	19-Oct-23
24-Aug-23	Welshpool property	next meeting	Jenelle	Contact B D Legal to act on our behalf, per minutes.		Completed	19-Oct-23
24-Aug-23	Sale of trailer	next meeting	Jenelle	Offer to be made to Gippsland Pride Initiative of \$2,000 + GST, per minutes.		Completed	19-Oct-23
24-Aug-23	Constitutional changes		All Board members	Commit to reviewing constitution and further changes.		In Progress	19-Oct-23
24-Aug-23	Employee bonuses	next meeting		Once financial audit has been completed, Board to discuss and decide on employee bonuses.		In Progress	19-Oct-23
24-Aug-23	Employee bonuses	next meeting		Edwin to investigate policy regarding staff bonuses.		In Progress	19-Oct-23
24-Aug-23	Self-evaluation	next meeting	All Board members	Complete Part 1 of the Self-Evaluation		In Progress	19-Oct-23
19-Oct-23	New Board Members	next meeting	Jenelle	Follow up with Glenn Kimm.		Not Started	19-Oct-23
19-Oct-23	Constitutional Change	next meeting	Jenelle & Lora	Proceed with changes to the Rules Of The Association document (constitution).		Not Started	19-Oct-23
19-Oct-23	Emergency & Disaster Management Plan	next meeting	Board members	Review document.		In Progress	19-Oct-23

Board Of Directors Calendar 2024

Month	Board Meetings	Other Meetings	Performance & Compliance Monitoring		Tasks/ Events
			Reports To Board	CEO Performance Indicators	
January	No meeting				
February	15-Feb, 5.30pm		- CEO Report - Financial Reports		- Development of sub committees
March	14-Mar, time TBA	Strategic plan/ Business plan			- Development of Strategic Plan and Business Plan, consultant to be provided
April	18-Apr, 5.30pm		- Budget presentation - CEO Report - Financial Report		- Budget preparation timetable
May	9-May, time TBA				- Constituional review
June	20-Jun, 5.30pm		- Budget 2024/25 - CEO Report - Financial Reports		- Risk Register review
July	No meeting				
August	15-Aug, 5.30pm		- CEO Report - Financial Report		
September	No meeting		n/a		
October	24-Oct, time TBA		- CEO Report - Financial Report		- AGM and AGM/Board meeting - Board elections - Board nominations - EOFY audited financials confirmation
November	No meeting				
December	5-Dec, 5.30pm		CEO report Financial report		- Staff bonus and CPI resolutions

Board Of Directors - Action List
 Business Arising/Action Items From Minutes



Minutes Date	Topic	Due	Who	Action Item	Comments	Status	Status Date
						Not Started	2
						In Progress	7
						Completed	16

Board Of Directors - Chief Executive Officer Report

Submitted By: Jenelle Henry
Position: Chief Executive Officer
Meeting Date: Thursday, 30 November 2023

1. Headway Team

Updates/changes:

As we finished off October with the AGM, we then turned our attention to developing with the Summit team building day. The summit team building day was held on Thursday the 9th of November. Our day involved many activities including problem solving and working together to achieve results. We were also involved in activities that were designed to encourage team members from different areas to work together and get to know each other.

We presented staff with a medal for participating in Headway Survivor at the Summit. Lots of planning went into the day and we got some great feedback from the staff that it was one of their most memorable training days so far.

The new provider system PACE has commenced, and many challenges are currently being presented to the plan management team as the new system provides less detail of participant's funding.

The Warragul group was informed that due to the new group pricing model, the group would no longer remain open and as we have discussed not viable, and they were encouraged to join the Trafalgar group. This in effect will mean we will have groups in Wonthaggi/Inverloch, Trafalgar, and Morwell.

Many of the local Not for profit providers in Gippsland are posting their financials with the ACNC. From the Australian Charities & Not-For-Profits Commission website, the overall picture for Gippsland Not for Profits looks very challenging.

Rhiannon has been working on reviewing and redesigning our online induction program, which I have had a chance to be involved in some of the tests. We anticipate this will be completed and really to roll out to our Life Skills Officers early in the new year.

Excitedly the Support Coordination team is now stable, some participants have been moved on and we have really focused on settling the team as we have Nicky and Lisa both taking some much-needed R&R over the next few months.

I have spoken with Dianne during the month of November and her position has been made redundant. Her final payment has been made. We invited her to a morning tea which she has declined and will invite her to the Christmas party. This is the part of my job that I find most difficult and recognise that someone who is 64 years old and has been with the organisation for 27 years will have difficulty finding a new path forward. We will be announcing this change to participants and staff in the December newsletter.

Board Of Directors - Chief Executive Officer Report

2. Financials

- October Financials
- October Balance Sheet.
- Interest on term deposit

3. Incidents/Complaints/Quality & Safeguarding

The Board needs to conduct a review of its own performance and include in this a review of the Board Skills Matrix.

Gary requested some further understanding of our risk journey, and has been sent the Risk Management Framework document. A copy of the Risk Register was available at the October meeting.

4. General Updates

Although we are well underway in our planning for what will be the next step for Headway, we have been delayed in waiting for the report from the NDIS review (due end of October).



This report is now complete and will be going to the cabinet in early December, before it is released to the public.

The report is designed to make a path forward that strengthens the protections of people with disabilities, addresses cost shifting and cost efficiencies.

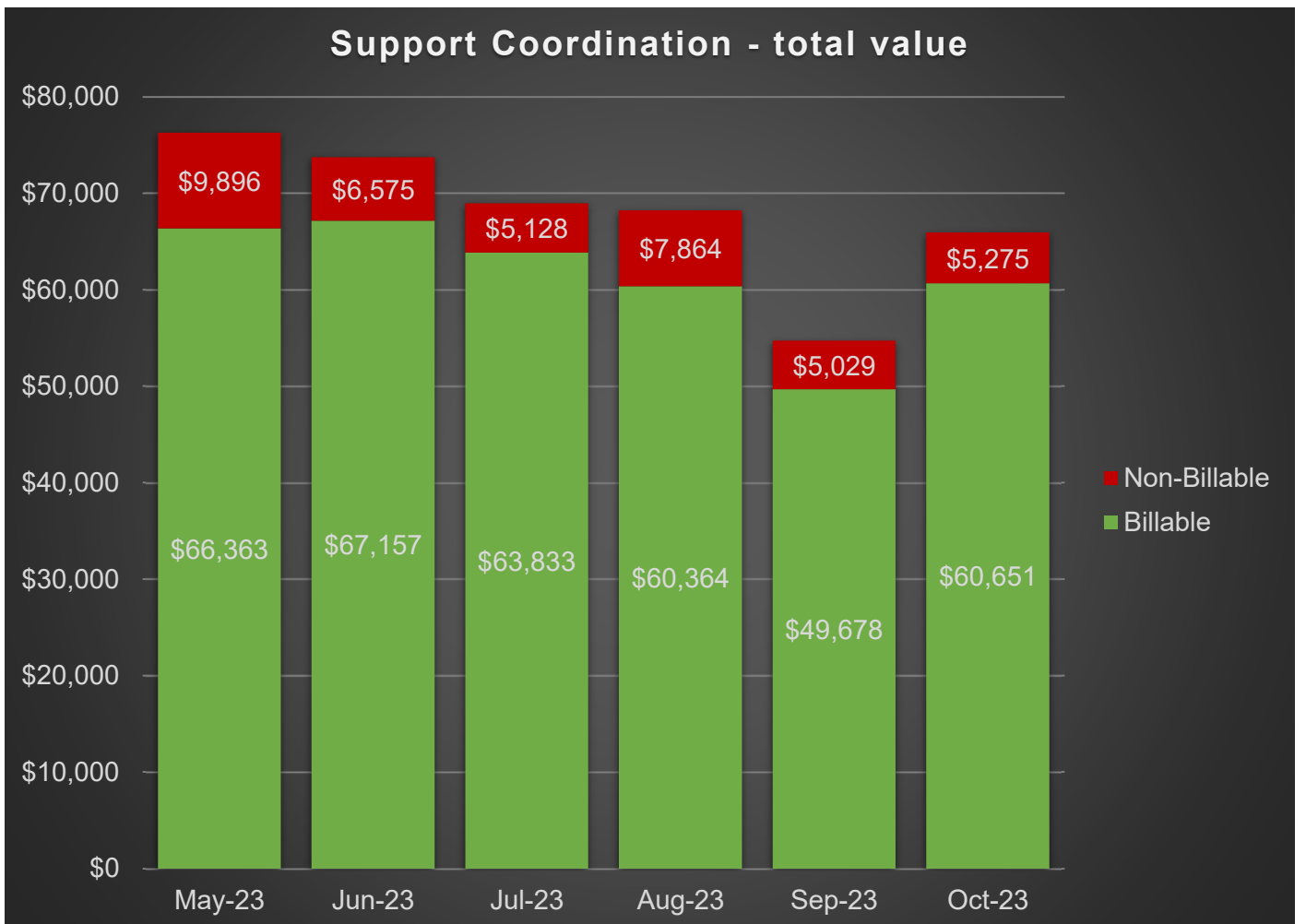
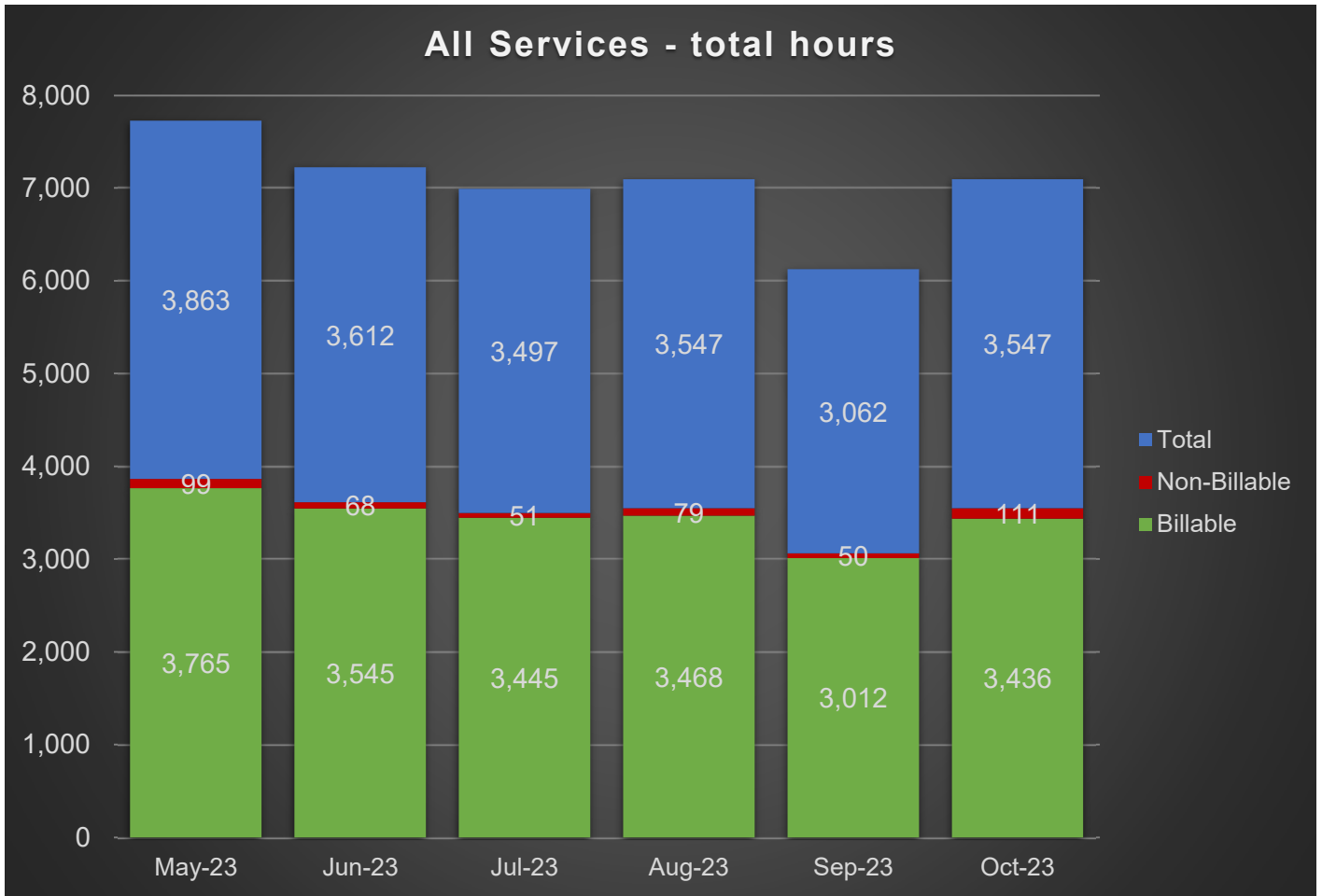
We are hearing some strong talk that organisations will not be able to deliver services to the same person across multiple areas. This was strongly talked about when the NDIS first started by has not been properly enforced.

In effect, this will mean that Plan Management, Support Coordination and 1:1 service delivery to the same person cannot be offered by the same organisation.

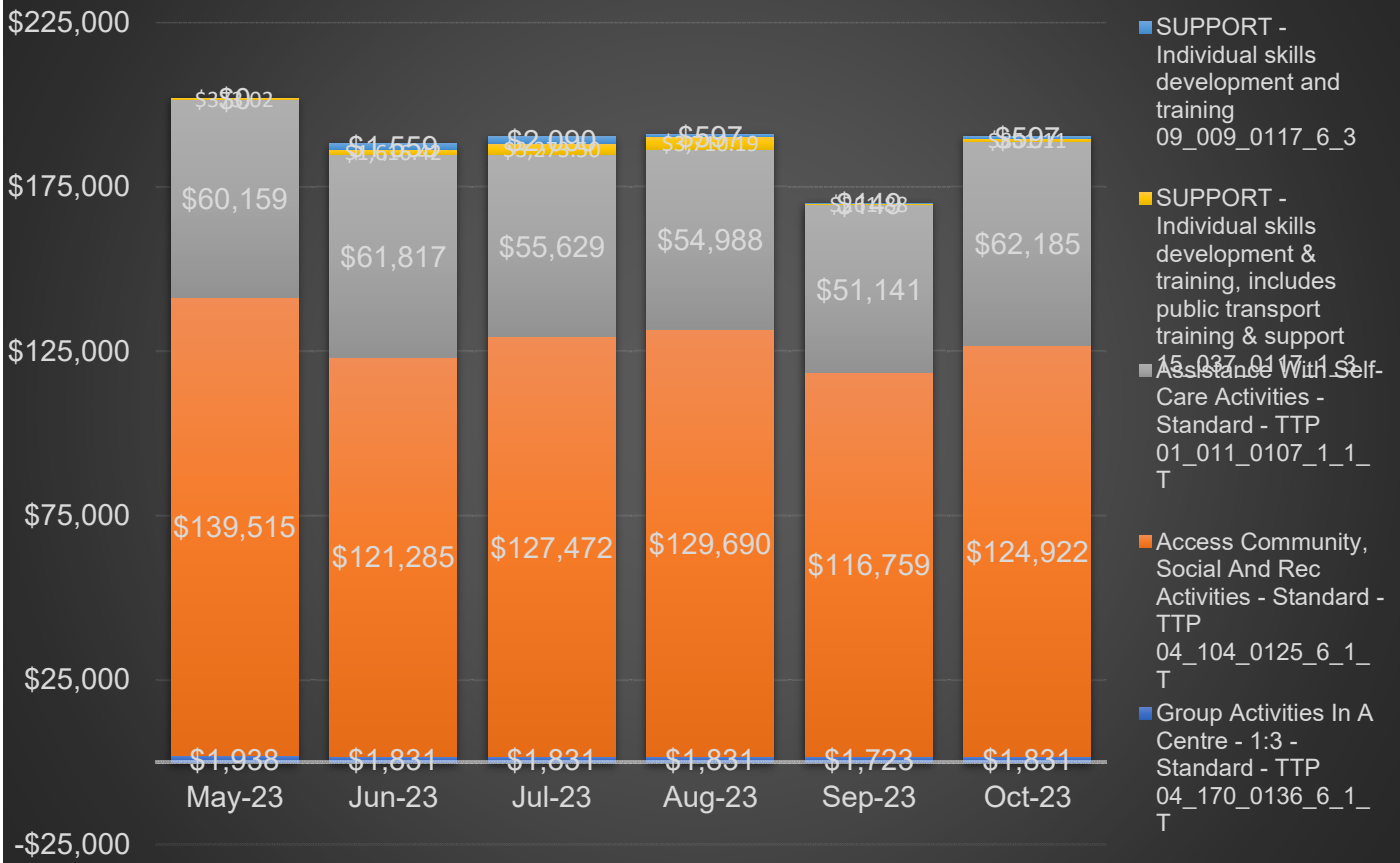
I don't want to be alarmist, but if this is the case this will be very difficult for Headway and many, many other organisations.

I eagerly await the report and will spend time in December/January reviewing the report, and will report back to the Board at our first meeting in 2024.

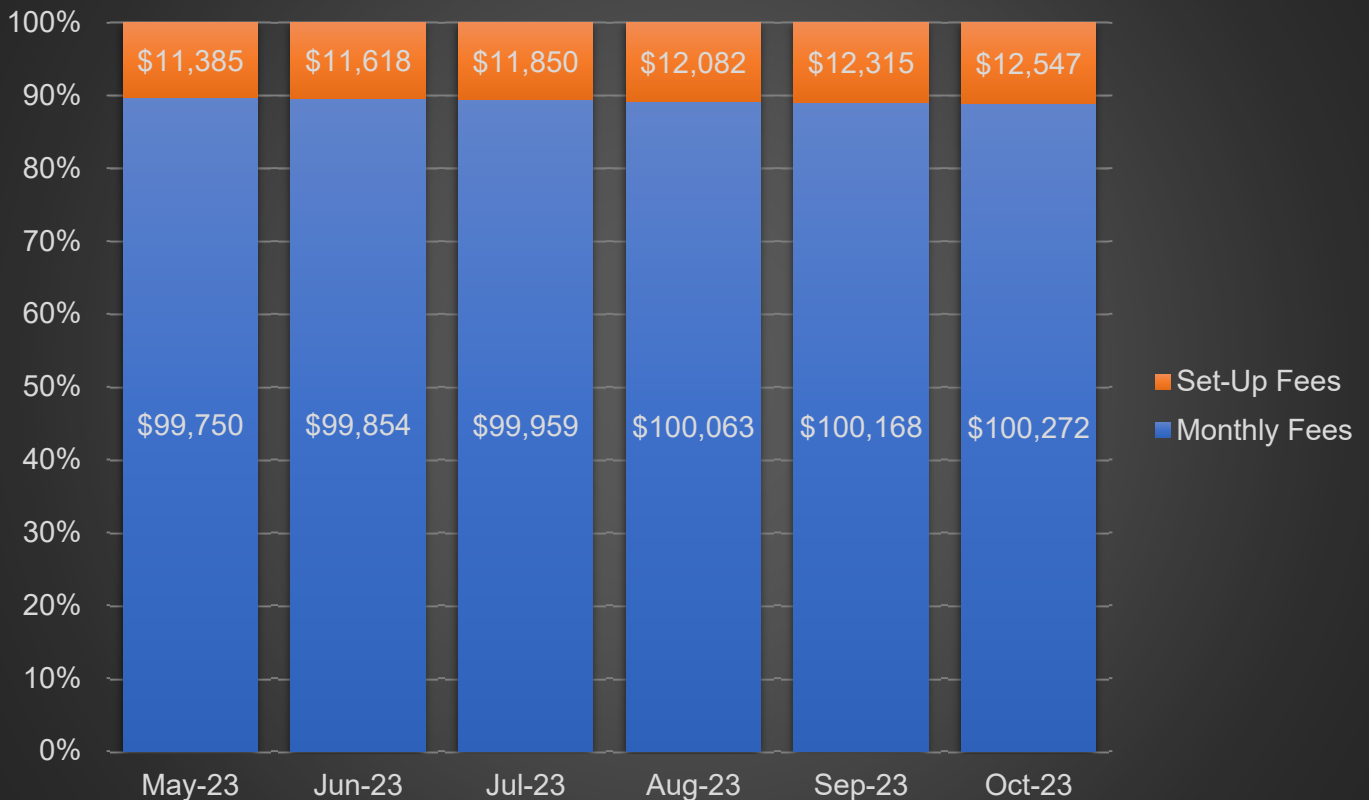
Jenelle Henry
Chief Executive Officer



1:1 Supports - total value



Plan Management - fee value



Balance Sheet

Headway Gippsland Inc

As at 30 September 2023

Account	30 Sep 2023	31 Aug 2023	30 Jun 2022
Assets			
Bank	988,337.41	893,935.63	838,214.07
Current Assets	2,158,764.24	2,242,259.01	1,913,038.47
Fixed Assets	607,123.54	608,919.43	645,653.90
Total Assets	3,754,225.19	3,745,114.07	3,396,906.44
Liabilities			
Current Liabilities	282,607.81	288,420.66	343,430.61
Total Liabilities	282,607.81	288,420.66	343,430.61
Net Assets	3,471,617.38	3,456,693.41	3,053,475.83
Equity			
Contributed Equity:Distribution of capital profit:	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	135,093.28	120,169.31	58,017.62
Asset Revaluation Reserve	651,668.80	651,668.80	651,668.80
Opening Bal Equity	217,931.82	217,931.82	217,931.82
Retained Earnings	1,865,520.58	1,865,520.58	1,524,454.69
Total Equity	3,471,617.38	3,456,693.41	3,053,475.83

Balance Sheet

Headway Gippsland Inc

As at 31 October 2023

Account	31 Oct 2023	30 Sep 2023	30 Jun 2022
Assets			
Bank	1,110,553.38	988,337.41	838,214.07
Current Assets	2,111,129.15	2,158,764.24	1,913,038.47
Fixed Assets	605,727.90	607,123.54	645,653.90
Total Assets	3,827,410.43	3,754,225.19	3,396,906.44
Liabilities			
Current Liabilities	333,532.12	282,607.81	343,430.61
Total Liabilities	333,532.12	282,607.81	343,430.61
Net Assets	3,493,878.31	3,471,617.38	3,053,475.83
Equity			
Contributed Equity:Distribution of capital	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	157,354.21	135,093.28	58,017.62
Asset Revaluation Reserve	651,668.80	651,668.80	651,668.80
Opening Bal Equity	217,931.82	217,931.82	217,931.82
Retained Earnings	1,865,520.58	1,865,520.58	1,524,454.69
Total Equity	3,493,878.31	3,471,617.38	3,053,475.83

Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 30 September 2023

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
Trading Income							
NDIS Services	376,061.43	389,914.00	-3.55%	1,182,566.22	1,178,342.00	0.36%	5,004,799.00
Client Services	738.00	624.00	18.27%	2,219.00	1,872.00	18.54%	7,500.00
Other Funding	0.00	0.00	0.00%	0.00	0.00	0.00%	500.00
Other Income	869.28	2,463.00	-64.71%	47,044.77	47,026.00	0.04%	127,950.00
Total Trading Income	377,668.71	393,001.00	-3.90%	1,231,829.99	1,227,240.00	0.37%	5,140,749.00
Gross Surplus	377,668.71	393,001.00	-3.90%	1,231,829.99	1,227,240.00	0.37%	5,140,749.00
Other Income							
Profit on Sale of Motor Vehicle and Equip	0.00	1,836.00	-100.00%	1,836.61	1,836.00	0.03%	1,836.00
Total Other Income	0.00	1,836.00	-100.00%	1,836.61	1,836.00	0.03%	1,836.00
Operating Expenses							
Accounting/Bookkeeping	2,454.54	2,333.00	5.21%	7,418.18	6,999.00	5.99%	28,000.00
Finance Contract	750.00	2,000.00	-62.50%	750.00	2,000.00	-62.50%	5,000.00
Advertising & Marketing	0.00	166.00	-100.00%	442.01	498.00	-11.24%	2,000.00
Auditors	0.00	4,000.00	-100.00%	0.00	4,000.00	-100.00%	4,000.00
Bank Fees & Charges	427.95	375.00	14.12%	1,340.16	1,125.00	19.13%	4,500.00
Client Services	553.69	930.00	-40.46%	2,615.91	2,790.00	-6.24%	11,400.00
Consultants	220.00	0.00	0.00%	5,710.00	0.00	0.00%	30,000.00
Depreciation	1,795.89	2,833.00	-36.61%	5,585.15	8,499.00	-34.28%	34,000.00

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
Governance Expenses	(8,355.45)	623.00	-1441.16%	(8,032.75)	1,869.00	-529.79%	9,500.00
Insurance	1,120.58	1,833.00	-38.87%	4,237.36	5,499.00	-22.94%	28,800.00
Legal Services	0.00	0.00	0.00%	0.00	0.00	0.00%	3,000.00
Maintenance Repairs	7,375.59	6,331.00	16.50%	22,203.88	18,993.00	16.91%	76,000.00
Postage General	109.09	250.00	-56.36%	804.97	750.00	7.33%	3,000.00
Printing & Stationery:Printing Stat Office Supplies	801.80	666.00	20.39%	1,972.98	1,998.00	-1.25%	8,000.00
Rent	6,435.37	6,000.00	7.26%	20,306.11	19,300.00	5.21%	76,300.00
Salary & Wage Overheads	73,295.32	65,164.00	12.48%	211,200.59	201,492.00	4.82%	830,645.00
Salary & Wages	244,189.27	248,455.00	-1.72%	735,973.66	747,965.00	-1.60%	3,337,729.00
Storage of Documents	76.56	66.00	16.00%	227.21	198.00	14.75%	800.00
Subscriptions/Memberships	(9.09)	0.00	0.00%	(9.09)	0.00	0.00%	4,000.00
Telephone Allowance	333.82	436.00	-23.44%	1,001.46	1,308.00	-23.44%	5,240.00
Telephone	1,525.41	1,864.00	-18.16%	5,169.32	5,592.00	-7.56%	22,400.00
Travel Allowance	23,960.41	24,225.00	-1.09%	68,533.75	72,675.00	-5.70%	308,400.00
Utilities	1,838.91	1,588.00	15.80%	7,087.51	6,564.00	7.98%	20,900.00
Vehicle Expenses	3,845.08	1,099.00	249.87%	4,034.95	3,297.00	22.38%	13,200.00
Total Operating Expenses	362,744.74	371,237.00	-2.29%	1,098,573.32	1,113,411.00	-1.33%	4,866,814.00
Net Surplus/(Deficit)	14,923.97	23,600.00	-36.76%	135,093.28	115,665.00	16.80%	275,771.00

Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 31 October 2023

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
Trading Income							
NDIS Services	388,636.20	388,014.00	0.16%	1,571,202.42	1,566,356.00	0.31%	5,004,799.00
Client Services	442.00	624.00	-29.17%	2,661.00	2,496.00	6.61%	7,500.00
Other Funding	0.00	0.00	0.00%	0.00	0.00	0.00%	500.00
Other Income	728.91	563.00	29.47%	47,773.68	47,589.00	0.39%	127,950.00
Total Trading Income	389,807.11	389,201.00	0.16%	1,621,637.10	1,616,441.00	0.32%	5,140,749.00
Other Income							
Profit on Sale of Motor Vehicle and Equip	0.00	0.00	0.00%	1,836.61	1,836.00	0.03%	1,836.00
Total Other Income	0.00	0.00	0.00%	1,836.61	1,836.00	0.03%	1,836.00
Gross Surplus	389,807.11	389,201.00	0.16%	1,621,637.10	1,616,441.00	0.32%	5,140,749.00
Operating Expenses							
Accounting/Bookkeeping	1,909.10	2,333.00	-18.17%	9,327.28	9,332.00	-0.05%	28,000.00
Finance Contract	0.00	0.00	0.00%	750.00	2,000.00	-62.50%	5,000.00
Advertising & Marketing	178.95	166.00	7.80%	620.96	664.00	-6.48%	2,000.00
Auditors	3,600.00	0.00	0.00%	3,600.00	4,000.00	-10.00%	4,000.00
Bank Fees & Charges	441.34	375.00	17.69%	1,781.50	1,500.00	18.77%	4,500.00
Client Services	1,292.42	930.00	38.97%	3,908.33	3,720.00	5.06%	11,400.00
Consultants	857.50	10,000.00	-91.43%	6,567.50	10,000.00	-34.33%	30,000.00
Depreciation	1,395.64	2,833.00	-50.74%	6,980.79	11,332.00	-38.40%	34,000.00

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
Governance Expenses	776.35	623.00	24.61%	(7,256.40)	2,492.00	-391.19%	9,500.00
Insurance	3,280.15	1,833.00	78.95%	7,517.51	7,332.00	2.53%	28,800.00
Legal Services	0.00	0.00	0.00%	0.00	0.00	0.00%	3,000.00
Maintenance Repairs	5,843.84	6,331.00	-7.69%	28,047.72	25,324.00	10.76%	76,000.00
Postage General	228.91	250.00	-8.44%	1,033.88	1,000.00	3.39%	3,000.00
Printing & Stationery:Printing Stat Office Supplies	665.66	666.00	-0.05%	2,638.64	2,664.00	-0.95%	8,000.00
Rent	6,660.37	6,000.00	11.01%	26,966.48	25,300.00	6.59%	76,300.00
Salary & Wage Overheads	71,267.73	70,164.00	1.57%	282,468.32	271,656.00	3.98%	830,645.00
Salary & Wages	243,181.73	244,455.00	-0.52%	979,155.39	992,420.00	-1.34%	3,337,729.00
Storage of Documents	74.09	66.00	12.26%	301.30	264.00	14.13%	800.00
Subscriptions/Memberships	0.00	4,000.00	-100.00%	(9.09)	4,000.00	-100.23%	4,000.00
Telephone Allowance	333.82	436.00	-23.44%	1,335.28	1,744.00	-23.44%	5,240.00
Telephone	1,525.41	1,864.00	-18.16%	6,694.73	7,456.00	-10.21%	22,400.00
Travel Allowance	22,375.38	24,225.00	-7.64%	90,909.13	96,900.00	-6.18%	308,400.00
Utilities	1,479.25	1,588.00	-6.85%	8,566.76	8,152.00	5.09%	20,900.00
Vehicle Expenses	178.54	1,099.00	-83.75%	4,213.49	4,396.00	-4.15%	13,200.00
Total Operating Expenses	367,546.18	380,237.00	-3.34%	1,466,119.50	1,493,648.00	-1.84%	4,866,814.00
Net Surplus/(Deficit)	22,260.93	8,964.00	148.34%	157,354.21	124,629.00	26.26%	275,771.00



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