

## BOARD OF DIRECTORS

### Bi-Monthly Meeting

#### Minutes

<b>Meeting:</b>	Board of Directors	<b>Date:</b>	Thursday, 30 November 2023
<b>Meeting No.:</b>	6/2023	<b>Time:</b>	5.45pm
<b>Chair:</b>	Phil Drummond	<b>Venue:</b>	The Courthouse, Warragul

#### Members In Attendance:

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

#### Apologies:

Robyn George	Board Director/Treasurer
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#### In Attendance:

Jenelle Henry	Chief Executive Officer
Lora Moulton	Executive Assistant

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

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**Bi-Monthly Meeting**  
**Minutes**

Agenda No.	Subject
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, 19 October 2023, be accepted.</p> <p>Moved: Leisa Harper</p> <p>Seconded: Phil Drummond</p>
5.	<p><b>Matters For Board Discussion &amp; Decision</b></p> <p><u>5.1 Action List Review</u> Items on the Action List were reviewed and discussed.</p> <p><u>Appendix 5a</u></p> <p>Motion: n/a</p> <p>Moved: Edwin Vandenberg</p> <p>Seconded: Marianne Fontaine</p> <p><u>5.2 Risk Register</u> Gary Dore spoke about where we are in our journey with this. Jenelle and Gary have chatted and will work together in order to align our practices with Australian standards. During this period, any ongoing work by others on this matter should be temporarily halted.</p> <p><u>5.3 Risk Management</u> Discussed above.</p> <p><u>5.4 Directors Portal</u> Preference for an online accessible space discussed. Previous challenges were acknowledged, and our IT and website providers are actively working on new and improved options.</p>

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Agenda No.	Subject
	<p><u>5.5 2024 Calendar</u></p> <p><u>Appendix 5c</u></p> <p>The format of meetings for 2024 was discussed, including where the importance of meetings lies (whether in building relationships, facilitating discussions, or choosing locations). Difficulties were raised about coordinating commitments given the diverse geographical locations of Board members and time constraints. A decision was reached to alternate meeting locations between the Morwell office and The Courthouse restaurant in Warragul. Microsoft Teams attendance remains an option.</p> <p>Addition of darker teal colour represents meeting dates which are in addition to the regular bi-monthly meetings.</p> <p>Action: Lora to add a column to the 2024 Calendar to specify location of meetings.</p> <p>Lora to change the date of the Dec-24 meeting to 28-Nov-23.</p> <p>Lora to arrange catering for future meetings at the Morwell office.</p> <p><u>5.6 Committee Structures</u></p> <p>Few things that need additional attention:</p> <ul style="list-style-type: none"> <li>Establishment of sub committees to free up time at Board meetings, therefore not taking up excess time for those that don't have it available and utilise knowledge and experience of employees.</li> <li>Subcommittees would comprise 2 to 3 Board members and meet 2 to 4 times a year. This structure aims to streamline discussions and manage time commitments effectively.</li> </ul> <p>Resolution, to establish the following sub-committees:</p> <ul style="list-style-type: none"> <li>Risk &amp; Audit committees Gary (chair), focusing initially on risk Edwin Phil</li> <li>Governance, Nominations &amp; Remuneration Leisa, (chair) Phil</li> </ul> <p>Any Board member is welcome to attend subcommittee meetings, with the potential to hold these additional meetings online.</p> <p>Expecting to have received reviews from NDIS by Mar-23, these will impact our decision making.</p>

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Agenda No.	Subject
	<p>Motion: n/a  Moved: Leisa Harper  Seconded: Gary Dore  No objections.  Concerns about increased workload these committees will create for Jenelle and Lora were discussed.  Both Strategic &amp; Business Plans, being outdated, need revisiting in the new year. A consultant will be engaged, and dates will be locked in.  Sub committees to decide on meeting frequency, once we now more about the constitution rewrite.</p> <p>Motion: n/a  Moved: Gary Dore  Seconded: Edwin Vandenberg  No objections.</p> <p><u>5.7 Review of Constitution</u>  Plans for engaging a professional for constitutional changes was raised.  Action: Jenelle to liaise with Jenny from Not For Profit Training.</p> <p><u>5.8 Emergency &amp; Disaster Management Plan</u>  Suggested actual names be removed from document and refer to titles/positions only. All agreed to adopt this change.  Motion: n/a  Moved: Gary Dore  Seconded: Leisa Harper</p> <p><u>5.9 Board Skills Matrix</u>  Brief discussion, some Board members still to complete.  Action: Lora to resend the document to those that are still to complete it.</p> <p><u>5.10 Board Evaluation</u>  Concerns were raised about the document's size and complexity. A possibility of consulting ARCD was discussed. Edwin and Leisa will provide sample documents. This will satisfy our auditor that we have completed an evaluation and can improve on it going forward if needed.</p>

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Agenda No.	Subject
	<p>Action: Leisa/Edwin to provide samples. Lora to format and distribute new document to Board members for completion.</p> <p><u>5.11 Welshpool Property</u> Respond to letter, via B D Legal, requesting Shirley respond with a definite date, prior to January, to be in the context of the property being used for those with disabilities. Jenelle and Phil to attend once meeting confirmed. Action: Jenelle to organise response to letter with B D Legal.</p>
6.	<p><b>CEO Report</b></p> <p><u>6.1 Report</u> <i>Report</i></p> <p>Appendix 6a The NDIS Review and its potential impact on our ability to deliver more than one service to each participant were discussed. Plans to redo our constitution and strategic plan will position us well to navigate changes.</p> <p><i>Brevity Reporting</i></p> <p>Appendix 6a i Unsure why these have dropped in Sep-23, unfortunately they will drop again in Dec-23/Jan-24.</p> <p>Motion: That the CEO Report be accepted. Moved: Leisa Harper Seconded: Phil Drummond</p>
7.	<p><b>Financial Report</b></p> <p><u>7.1 Balance Sheet</u></p> <p>Appendix 7a September 2023</p> <p>Appendix 7b October 2023</p>

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Agenda No.	Subject
	<p><u>7.2 Profit &amp; Loss</u>            Language change adopted, replacing "profit and loss" with "surplus and deficit."  <u>Appendix 7c</u>            September 2023  <u>Appendix 7d</u>            October 2023            Motion: That the Financial Report be accepted.            Moved: Phil Drummond            Seconded: Marianne Fontaine</p>
8.	<p><b>Other Business</b></p> <p><u>8.1 Christmas Party invitation</u>  <u>Appendix 8a</u>            The Board agreed that the organisation should cover the cost of the Christmas lunch for marketing purposes. Raffle prizes and additional ideas for giveaways were discussed.</p> <p><u>8.2 In-Camera</u></p> <ul style="list-style-type: none"> <li>• CPI</li> <li>• Staff bonuses</li> </ul> <p>(Note: CEO and Minute Taker left for in-camera session)</p>
9.	<p><b>Board Correspondence</b></p> <p>Nil</p>
10.	<p><b>Next Board Meeting</b></p> <p>Date: Thursday, 15 February 2024            Time: 5.30pm            Venue: Boardroom, Morwell office</p>

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

<b>Meeting Closed</b>	
Date:	Thursday, 30 November 2023
Time:	8.40pm
Chair:	Phil Drummond
Signature:	n/a
Date signed:	n/a

## 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.		Completed	30-Nov-23
10-Aug-23	Compliance	next meeting	Board members	Complete self assessment.		In Progress	30-Nov-23
24-Aug-23	Welshpool property	next meeting	Jenelle	Contact B D Legal to act on our behalf, per minutes.		Completed	30-Nov-23
24-Aug-23	Constitutional changes		All Board members	Commit to reviewing constitution and further changes.		In Progress	30-Nov-23
24-Aug-23	Employee bonuses	next meeting		Once financial audit has been completed, Board to discuss and decide on employee bonuses.		In Progress	30-Nov-23
24-Aug-23	Employee bonuses	next meeting		Edwin to investigate policy regarding staff bonuses.		In Progress	30-Nov-23
24-Aug-23	Self-evaluation	next meeting	All Board members	Complete Part 1 of the Self-Evaluation		In Progress	30-Nov-23
19-Oct-23	New Board Members	next meeting	Jenelle	Follow up with Glenn Kimm.		Not Started	30-Nov-23
19-Oct-23	Constitutional Change	next meeting	Jenelle & Lora	Proceed with changes to the Rules Of The Association document (constitution).		Not Started	30-Nov-23
19-Oct-23	Emergency & Disaster Management Plan	next meeting	Board members	Review document.		In Progress	30-Nov-23
30-Nov-23		next meeting	Lora	Add column to 2024 Calendar for location of meetings.		Completed	30-Nov-23



**Board Of Directors - Action List**

Business Arising/Action Items From Minutes



Minutes Date	Topic	Due	Who	Action Item	Comments	Status	Status Date
30-Nov-23		next meeting	Lora	Change Dec-24 meeting to 28-Nov-24		Completed	30-Nov-23
30-Nov-23	Board Skills Matrix	next meeting	Lora	Resend to those still to complete it.		Not Started	30-Nov-23
30-Nov-23	Board Evaluation	05-Dec-23	Leisa/Edwin	Sample documents to be provided to Jenelle.		In Progress	30-Nov-23
30-Nov-23	Board Evaluation	10-Dec-23	Lora	Format new document and distribute to Board members for completion.		Not Started	30-Nov-23
30-Nov-23	Welshpool property	15-Dec-23	Jenelle	Organise response to letter, via B D Legal, in order to obtain a meeting to discuss further.		In Progress	14-Dec-23

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



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

4
8
19

## Board Of Directors Calendar 2024

Month	Meeting Type	Date	Location	Performance & Compliance		Tasks/ Events
				Reports To Board	CEO Performance Indicators	
January	n/a	n/a	n/a			
February	Bi-Monthly	15-Feb, 5.30pm	Morwell	- CEO Report- Financial Reports		- Development of sub committees
March	Planning (with Jenny, Not For Profit Training)	21-Mar, 5.30pm	Morwell			- Development of Strategic Plan and Business Plan, consultant to be provided
April	Bi-Monthly	18-Apr, 5.30pm	Warragul	- Budget presentation	- CEO Report- Fin	- Budget preparation timetable
May	TBA	9-May, time TBA	TBA			- Constituional review
June	Bi-Monthly	20-Jun, 5.30pm	Morwell	- Budget 2024/25 - CEO Report - Financial Reports		- Risk Register review
July	n/a	n/a	n/a			
August	Bi-Monthly	15-Aug, 5.30pm	Warragul	- CEO Report - Financial Report		
September	n/a	n/a	n/a	n/a		

Month	Meeting Type	Date	Location	Performance & Compliance		Tasks/ Events
				Reports To Board	CEO Performance Indicators	
October	AGM & Bi-Monthly	24-Oct, time TBA	Morwell	- CEO Report - Financial Report		- AGM and AGM/Board meeting - Board elections - Board nominations - EOFY audited financials confirmation
November	Bi-Monthly	28-Nov, 5.30pm	Warragul	- CEO/Financial reports		- Staff bonus and CPI resolutions
December	n/a	n/a	n/a			

Legend	
	Bi Monthly meetings
	Additional meetings

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## Board Of Directors - Chief Executive Officer Report

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

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### 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 9<sup>th</sup> 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.

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## 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.

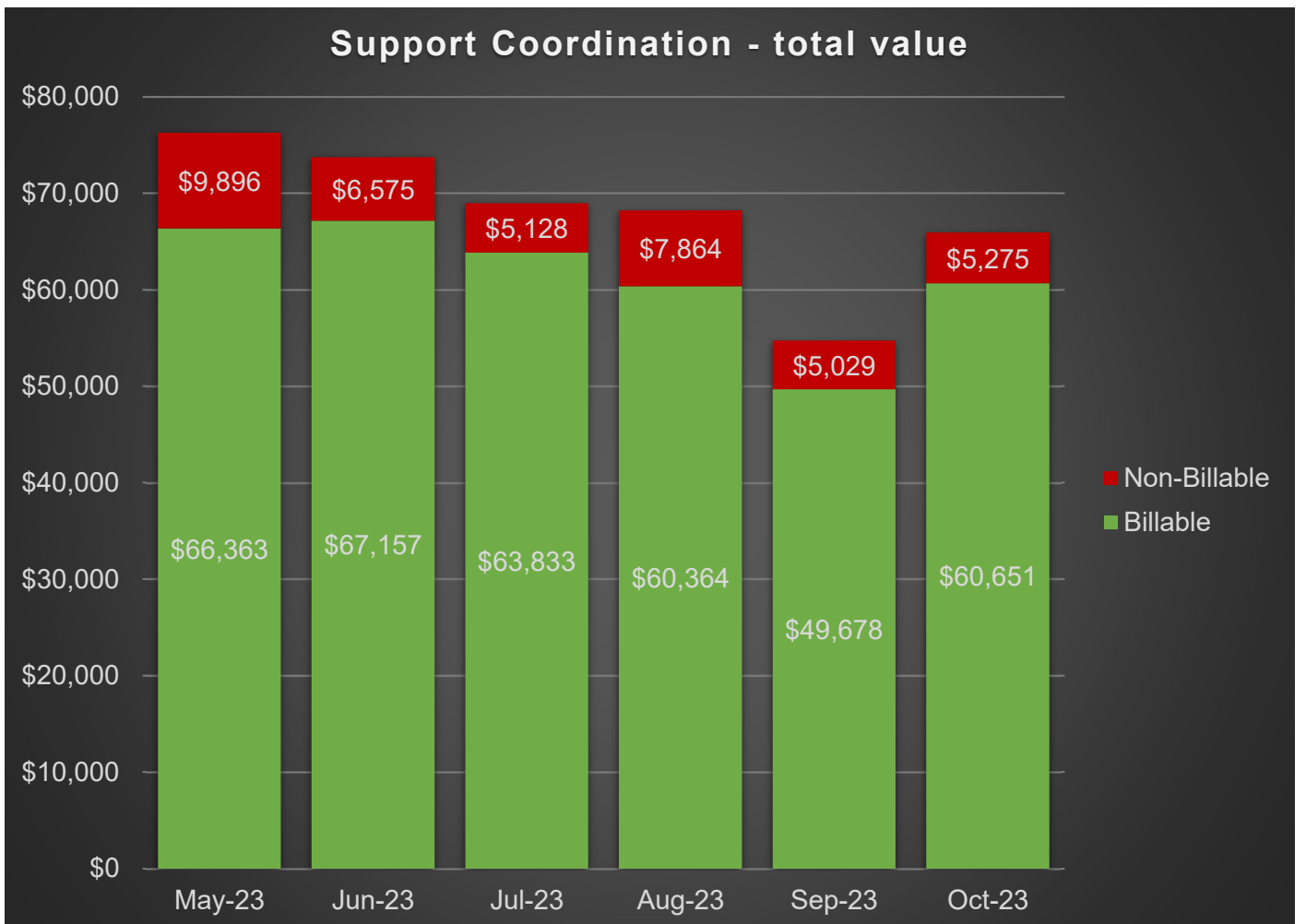
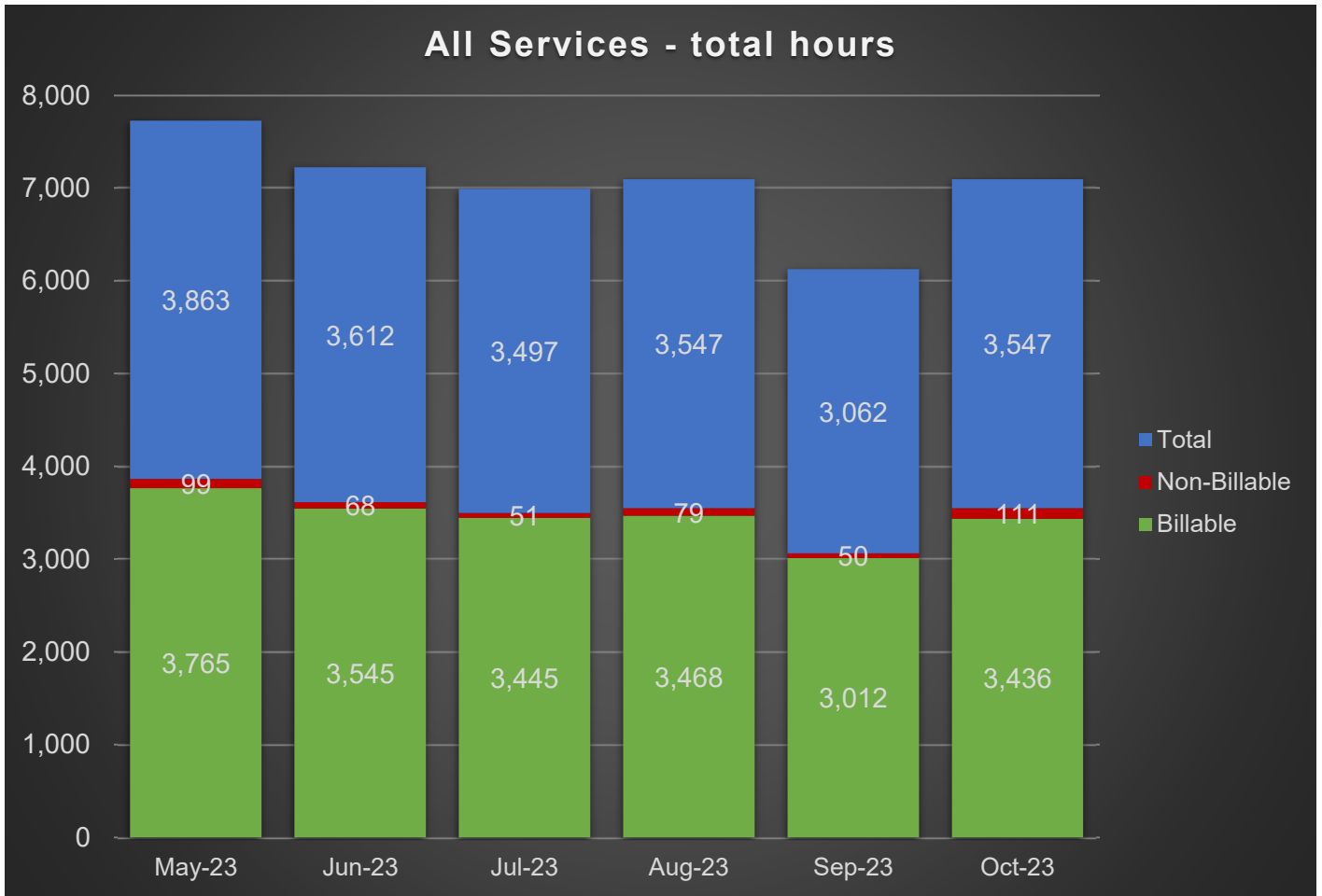
We are hearing some strong talk that organisations will not be able to deliver services to the same person across multiple areas. This was strongly talked about when the NDIS first started by has not been properly enforced.

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.

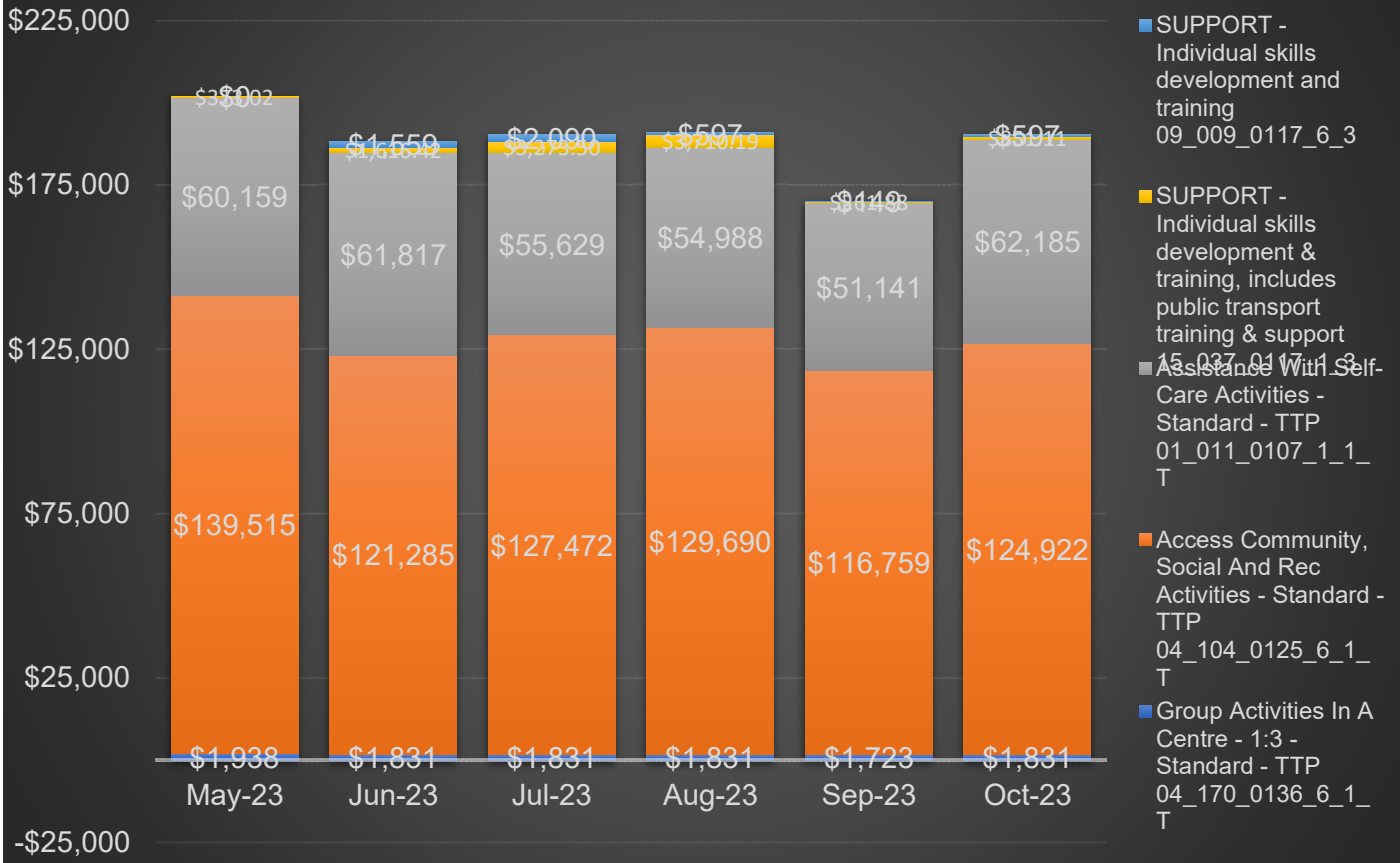
I don't want to be alarmist, but if this is the case this will be very difficult for Headway and many, many other organisations.

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.

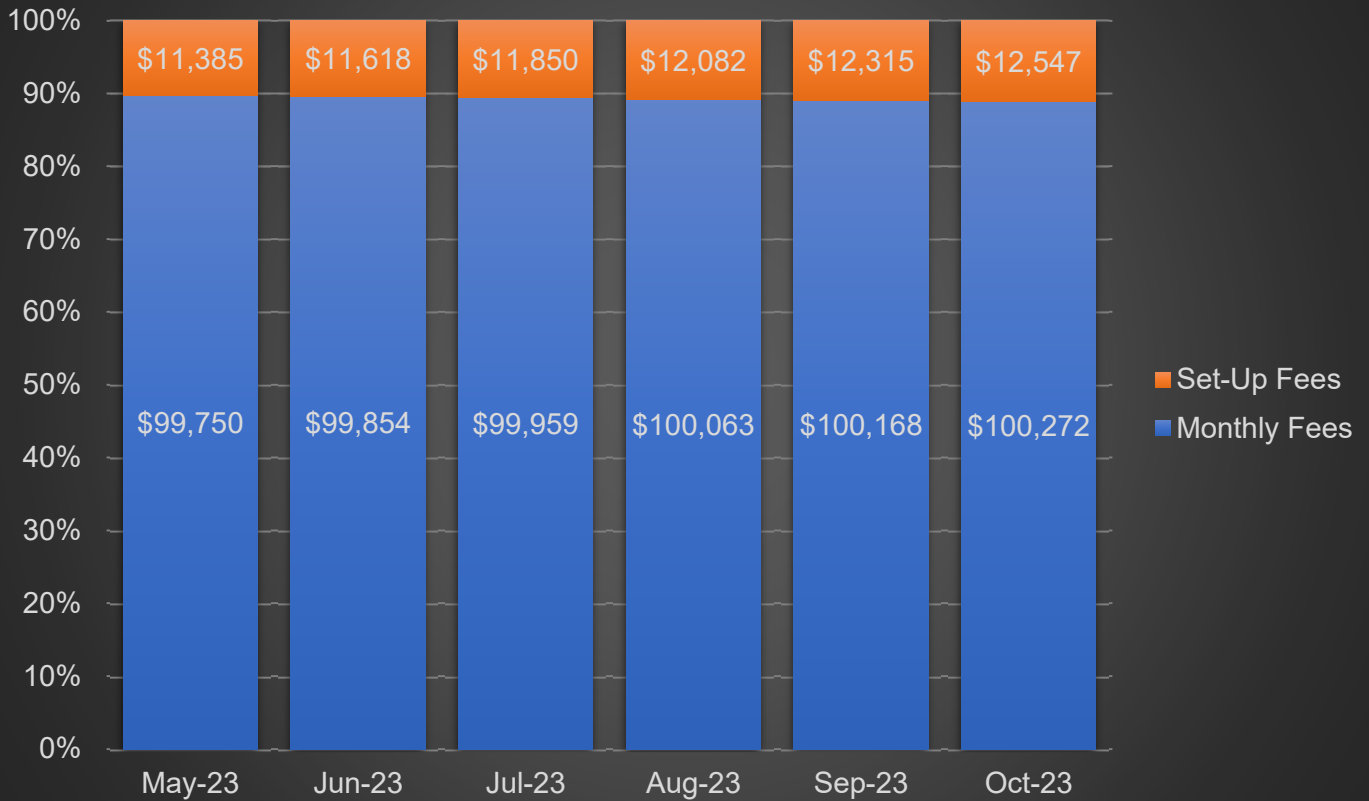
Jenelle Henry  
Chief Executive Officer



## 1:1 Supports - total value



## Plan Management - fee value





## Balance Sheet

Headway Gippsland Inc

As at 30 September 2023

<b>Account</b>	<b>30 Sep 2023</b>	<b>31 Aug 2023</b>	<b>30 Jun 2022</b>
<b>Assets</b>			
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
<b>Total Assets</b>	<b>3,754,225.19</b>	<b>3,745,114.07</b>	<b>3,396,906.44</b>
<b>Liabilities</b>			
Current Liabilities	282,607.81	288,420.66	343,430.61
<b>Total Liabilities</b>	<b>282,607.81</b>	<b>288,420.66</b>	<b>343,430.61</b>
<b>Net Assets</b>	<b>3,471,617.38</b>	<b>3,456,693.41</b>	<b>3,053,475.83</b>
<b>Equity</b>			
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
<b>Total Equity</b>	<b>3,471,617.38</b>	<b>3,456,693.41</b>	<b>3,053,475.83</b>

## Balance Sheet

Headway Gippsland Inc

As at 31 October 2023

<b>Account</b>	<b>31 Oct 2023</b>	<b>30 Sep 2023</b>	<b>30 Jun 2022</b>
<b>Assets</b>			
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
<b>Total Assets</b>	<b>3,827,410.43</b>	<b>3,754,225.19</b>	<b>3,396,906.44</b>
<b>Liabilities</b>			
Current Liabilities	333,532.12	282,607.81	343,430.61
<b>Total Liabilities</b>	<b>333,532.12</b>	<b>282,607.81</b>	<b>343,430.61</b>
<b>Net Assets</b>	<b>3,493,878.31</b>	<b>3,471,617.38</b>	<b>3,053,475.83</b>
<b>Equity</b>			
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
<b>Total Equity</b>	<b>3,493,878.31</b>	<b>3,471,617.38</b>	<b>3,053,475.83</b>

## 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
<b>Trading Income</b>							
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
<b>Total Trading Income</b>	<b>377,668.71</b>	<b>393,001.00</b>	<b>-3.90%</b>	<b>1,231,829.99</b>	<b>1,227,240.00</b>	<b>0.37%</b>	<b>5,140,749.00</b>
<b>Gross Surplus</b>	<b>377,668.71</b>	<b>393,001.00</b>	<b>-3.90%</b>	<b>1,231,829.99</b>	<b>1,227,240.00</b>	<b>0.37%</b>	<b>5,140,749.00</b>
<b>Other Income</b>							
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
<b>Total Other Income</b>	<b>0.00</b>	<b>1,836.00</b>	<b>-100.00%</b>	<b>1,836.61</b>	<b>1,836.00</b>	<b>0.03%</b>	<b>1,836.00</b>
<b>Operating Expenses</b>							
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

<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>
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
<b>Total Operating Expenses</b>	<b>362,744.74</b>	<b>371,237.00</b>	<b>-2.29%</b>	<b>1,098,573.32</b>	<b>1,113,411.00</b>	<b>-1.33%</b>	<b>4,866,814.00</b>
<b>Net Surplus/(Deficit)</b>	<b>14,923.97</b>	<b>23,600.00</b>	<b>-36.76%</b>	<b>135,093.28</b>	<b>115,665.00</b>	<b>16.80%</b>	<b>275,771.00</b>

## 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
<b>Trading Income</b>							
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
<b>Total Trading Income</b>	<b>389,807.11</b>	<b>389,201.00</b>	<b>0.16%</b>	<b>1,621,637.10</b>	<b>1,616,441.00</b>	<b>0.32%</b>	<b>5,140,749.00</b>
<b>Other Income</b>							
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
<b>Total Other Income</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>1,836.61</b>	<b>1,836.00</b>	<b>0.03%</b>	<b>1,836.00</b>
<b>Gross Surplus</b>	<b>389,807.11</b>	<b>389,201.00</b>	<b>0.16%</b>	<b>1,621,637.10</b>	<b>1,616,441.00</b>	<b>0.32%</b>	<b>5,140,749.00</b>
<b>Operating Expenses</b>							
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

<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>
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
<b>Total Operating Expenses</b>	<b>367,546.18</b>	<b>380,237.00</b>	<b>-3.34%</b>	<b>1,466,119.50</b>	<b>1,493,648.00</b>	<b>-1.84%</b>	<b>4,866,814.00</b>
<b>Net Surplus/(Deficit)</b>	<b>22,260.93</b>	<b>8,964.00</b>	<b>148.34%</b>	<b>157,354.21</b>	<b>124,629.00</b>	<b>26.26%</b>	<b>275,771.00</b>



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