

BOARD OF DIRECTORS

Bi-Monthly Meeting

Minutes

Meeting:	Board of Directors	Date:	Thursday, 15 February 2024
Meeting No.:	1/2024	Time:	5.30pm
Chair:	Phil Drummond	Venue:	Headway Gippsland Inc., Morwell office

Members In Attendance:

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

Others In Attendance:

Jenelle Henry	Chief Executive Officer & Minute Taker
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Apologies:

Lora Moulton	Executive Assistant
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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: Jenelle Henry Minute Taker: Jenelle Henry</p>

BOARD OF DIRECTORS
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Agenda

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, 30 November 2023, be accepted.</p> <p>Appendix 4a</p> <p>Moved: Leisa Harper Seconded: Gary Dore</p>
5.	<p>Matters For Board Discussion & Decision</p> <p><i>Note, that the below registers that are typically shared and discussed on screen are currently undergoing formatting reviews and won't be presented in this meeting.</i></p> <p><u>5.1 Action List Review</u> Action list not provided.</p> <p><u>5.2 Directors Portal</u> This is currently being worked on and is in the final testing stages. Unfortunately, our website developer is now on leave for three weeks, so progress is at a standstill until his return.</p> <p><u>5.3 Committee Structures</u> Appendix 5a - draft Terms of Reference accepted. Board members accepted committee structures as drafted. The chair of the Governance subcommittee is Leisa, members Emma, Phil and Marianne. Audit and Risk: Chair - Gary, Members - Robyn and Edwin. Action: Lora to remove any other subcommittee documents and replace with these accepted Terms of Reference.</p>

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Agenda No.	Subject
	<p>Sub-committees will be self-sufficient and meet approximately six times per year and report to the general Board meeting.</p> <p><u>5.4 Board Skills Matrix</u> Marianne and Robyn advised they had completed the Board skills matrix, Matrix to be updated to include this information. General note that the Board is lacking in Disability experience and lived experience.</p> <p><u>5.5 Board Evaluation</u> Robyn advised she had completed this evaluation information to be added and redistributed.</p> <p><u>5.6 Welshpool Property</u> Correspondence from Richard discussed. Board would like Richard to draft a letter to Shirley that says due to rising costs and our inability to engage in a meaningful way with Shirley and the inability of our participants to use the facility we would like to sell our share. Action: Jenelle to contact Richard with the above.</p> <p><u>5.7 ACNC Comparisons</u> Limited data due to a very small number of Not-for-profit providers in the region.</p> <p><u>5.8 Strategic Planning</u> To proceed with a general discussion around some of the talking points as given by Jenny. Everyone to have a think about what we would like to do moving forward before planning meeting.</p>
6.	<p>CEO Report</p> <p><u>6.1 Report</u> Appendix 6a - CEO report Note: Brevity report is changing to include previous year/month data for comparison. Motion: That the CEO Report be accepted.</p>

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Agenda No.	Subject
	Moved: Leisa Harper Seconded: Edwin Vandenberg
7.	Financial Report <u>7.1 Balance Sheet</u> Appendix 7a - Balance Sheet (collapsed) - November 2023 Appendix 7b - Balance Sheet (collapsed) - December 2023 <u>7.2 Budget vs Actual</u> Appendix 7c - Budget vs Actual (summary) - November 2023 Appendix 7d - Budget vs Actual (summary) - December 2023 Motion: That the Financial Report be accepted. Moved: Robyn George Seconded: Marianne Fontaine
8.	Other Business
9.	Board Correspondence Nil
10.	Next Board Meeting Date: Thursday, 18 April 2024 Time: 5.30pm Venue: The Courthouse, Warragul

BOARD OF DIRECTORS
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Meeting Closed	
Date:	Thursday, 15 February 2024
Time:	7.00pm
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
10-Aug-23	Compliance	next meeting	Board members	Complete self assessment.		In Progress	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	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

Minutes Date	Topic	Due	Who	Action Item	Comments	Status	Status Date
15-Feb-24	Sub Committees	next meeting	Lora	Remove any other subcommittee documents and replace with these accepted Terms of Reference.		Not Started	15-Feb-24
15-Feb-24	Welshpool property	next meeting	Jenelle	Contact Richard from B D Legal again, to draft a letter to Shirley that says due to rising costs and our inability to engage in a meaningful way with Shirley and the inability of our participants to use the facility we would like to sell our share		In Progress	15-Feb-24

Not Started
 In Progress
 Completed

5
9
19

BOD - Risk Management Framework

Risk Management Framework

BOD - Risk Management Framework

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BOD - Risk Management Framework

Introduction

Headway Gippsland provides services within the NDIS space. Headway Gippsland predominately provides services to people living in their own private rental / home ownership accommodation.

Headway Gippsland considers that working with people has inherent risks.

The purpose of this framework is to;

- define risk management;
- provide the Board of Directors, management, and staff with a formalised process for identifying and managing risk
- ensure Headway Gippsland is adequately identifying and managing its risks
- ensure risks identified are subject to appropriate controls
- outline our risk management register and controls (Appendix)
- describe our approach to managing risks based on AS/NZS ISO 31000:2009 principles
- outline roles and responsibilities for risk management thin Headway Gippsland

The risk management process is a “systematic application of management policies, procedures and practices to the activities of communicating and consulting, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.” AS/NZS ISO 31000:2009.

Scope

This policy is applicable to the entire organisation and has been developed to support the strategic objectives and direction of Headway Gippsland. This policy framework outlines accountabilities and responsibilities for managing risk and our commitment to providing adequate resources to assess and manage and monitor risk. This policy framework is reviewed annually or sooner if required and is provided to all staff within the organisation.

Policy

Headway Gippsland has in place and will maintain a risk management framework to ensure the business is adequately equipped to identify, assess and manage risks. This will include:

- A risk identification process.
- Process to review the cause of identified risks.
- Identification of risk treatments to take to reduce and/or eliminate risks, where appropriate.
- Review and evaluate the effectiveness of actions taken.

Definitions

BOD - Risk Management Framework

Risk	Effect of uncertainty on objectives.
Risk Management	Coordinated activities to direct and control an organisation regarding risk.
Risk Management Framework	Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.
Risk Management Policy	Statement of the overall intentions and directions of an organisation related to risk management.
Risk Management Plan	Scheme within the risk management framework specifying the approach, the management components and resources to be applied to the management of risk.
Risk Owner	Person or entity with the accountability and authority to manage risk.
Risk Appetite	The amount and type of risk that an organisation is willing to take in order to meet their strategic objectives.
Risk Assessment	Overall process of risk identification risk analysis and risk evaluation.
Risk Identification	Process of finding recognising and describing risks.
Event	Occurrence or change of a particular set of circumstances.
Consequence	Outcome of an event affecting the objectives.
Likelihood	Chance of something happening.
Risk Profile	Description of any set of risks
Risk Analysis	Process to comprehend the nature of risk and to determine the level of risk.
Risk Criteria	Terms of reference against which the significance of a risk is evaluated.
Level of Risk	Magnitude if a risk or combination of risks, expressed in terms of the combination of consequences and their likelihood.
Risk Evaluation	Process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable.
Risk Treatment	Process to modify risk
Control	Measure that is modifying risk.

BOD - Risk Management Framework

Residual Risk	Risk remaining after risk treatment
Strategic Risk	Any risk which by its nature either has a direct impact upon the achievement of the overall objectives of the organisation rather than any discrete part of it, or which cuts across operational and program boundaries.
Operational Risk	Any risk by its nature impact on the achievement of the objectives of any individual programs or service delivery.

Framework for Managing Risks

All organisations face risks to achieving their goals, for Headway Gippsland to deliver its strategic vision it is important that we:

- understand the nature of the risks that we face as an organisation;
- are aware of the extent of these risks;
- identify the level of risk that as an organisation we are willing to accept;
- assess our ability to control or reduce risk; and
- effectively implement corrective action.

Effective risk management is the way that Headway Gippsland will methodically address and reduce the risks associated with the entire range of service delivery and actions supporting service delivery.

Ultimately, the goal is to:

- Protect service delivery and its quality;
- Protect the reputation and the image of the organisation;
- Protect the assets of the organisation;
- Protect the wellbeing of staff and clients;
- Ensure the integrity of corporate knowledge and information management;
- Ensure probity and sound ethical conduct;
- Avoid financial loss; and
- Manage change appropriately.

The development of this framework has been in accordance with AS ISO 31000:2018 – Risk Management Guidelines. For a framework to be effective, it needs to be integrated into the governance of an organisation, including decision-making and have the following elements:

- **Integration** - Risk management is a part of, and not separate from the organisational purpose, governance, leadership and commitment, strategy, objectives and operations;

BOD - Risk Management Framework

- **Design** – Designed around an understanding of the organisation and its context;
- **Implementation** – Implemented into all activities throughout the organisation;
- **Evaluation** – Periodically reviewed and measured to ensure it remains suitable to support achieving the objectives of the organisation;
- **Improvement** – Continually improved to ensure it remains suitable, adequate and effective.



Figure 1:

Risk Management framework as per AS ISO 31000:2018 – Risk Management Guidelines

This framework will assist in communicating risk information, promoting greater awareness and will lead to improved coordination of risk management processes. It will guide Headway Gippsland on how it will identify, evaluate, prioritise, treat and review risks, with a view to maximising opportunities and avoiding, reducing, sharing or eliminating threats. It also identifies how risk management will be monitored and reported.

Organisational Risk Culture

Headway Gippsland is committed to an organisational culture that ensures risk management is an integral part of all activities. The purpose of risk management is to achieve the organisation's strategic organisational and financial objectives.

Risk Management Process

There are six key steps for managing risks as defined by the Standard:

- DRAFT - BOD - Risk Management Framework - V4, Feb_24.docx

BOD - Risk Management Framework

- Communication and Consultation
- Scope, Context and Criteria
- Risk Assessment (identification, analysis, evaluation)
- Risk Treatment
- Monitoring and Review
- Recording and Reporting

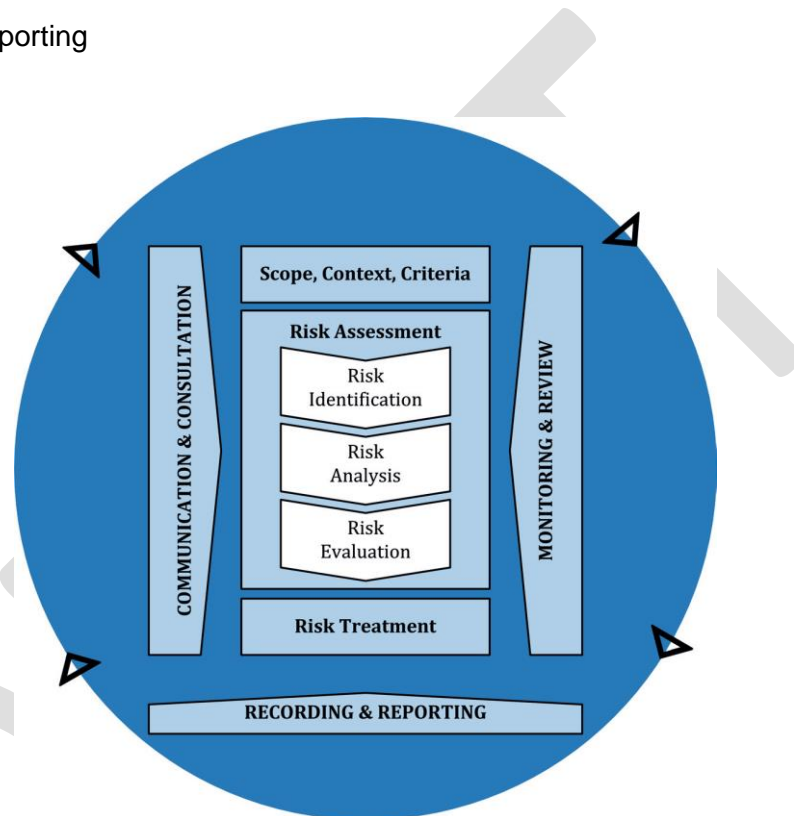


Figure 4 – Risk Management Process as per AS ISO 31000:2018 – Risk Management Guidelines

This framework will assist in communicating risk information, promoting greater awareness and will lead to improved coordination of risk management processes. It will guide Headway Gippsland on how we will identify, evaluate, prioritise, treat and review risks, with a view to maximising opportunities and avoiding, reducing, sharing or eliminating threats. It also identifies how risk management will be monitored and reported.

Risk Appetite

“Risk appetite” is the level of risk that Headway Gippsland is prepared to accept in delivering its key strategic objectives that are outlined in the Strategic Plan.

Headway Gippsland’s approach to defining risk appetite is to minimise our exposure to reputational,

BOD - Risk Management Framework

compliance and financial risk, whilst accepting and encouraging an increased degree of risk in pursuit of our key strategic objectives. We recognise that our appetite for risk varies according to the activity undertaken, that acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood before developments are authorised, and that sensible measures to mitigate risk are established.

Internal and external factors, or context, will affect the organisation's risk appetite; that is the level of risk the organisation is willing to retain or pursue, and the setting of the risk criteria and policy. Understanding risk appetite helps to determine what level of risk is acceptable or unacceptable, and the level of additional controls and risk treatment required.

Headway Gippsland is not averse to accepting risk if a thorough risk assessment has been undertaken and when appropriate contingency plans and risk mitigation strategies to manage or reduce the risk have been developed.

The Context of Headway Gippsland

Headway Gippsland provides human services in a system that includes government funding at a State and Commonwealth level.

Headway Gippsland is aware of external stakeholders including participants, NDIS, funders, partnerships and the community and considers these as part of strategic planning including the development of this risk management framework.

Responsibilities

Board Of Directors

The Board of Directors (BoD) are accountable/responsible for the operation of the business, and this includes the establishment and maintenance of suitable systems of internal control and risk management.

The Board of Directors are supported by the CEO in ensuring that a system for risk management includes:

- Assess the nature and extent of the risk.
- Determine the risk appetite.
- Determine an acceptable level of risk.
- Determine the way to treat risks and
- Monitor the level of risk exposure.

The primary duties of the Board of Directors include:

- Regularly review the Risk Management Framework to ensure it remains relevant to the organisation.
- Monitor the Risk Register and the specified risk treatments for all risks assessed as extreme and high.

BOD - Risk Management Framework

- Approve all risk management plans developed for risks identified as “extreme” and “high.”
- Monitor risk management plans for all risks with an “extreme” or “high” overall risk rating.

CEO

Ensure all employees and relevant contractors are aware of, and comply with, the policies, principles and directives contained within this Risk Management Framework.

Ensure that risks are monitored, reviewed and communicated to relevant areas in the organisation.

Monitor all risks, including “extreme,” “high”, “medium” and “low” risks, and the progress of the actions specified in risk management plans.

Report on any new and emerging risks identified in the workplace.

Report any new risk assessed as extreme or high to the Board of Directors

Report to the Board of Directors on the status of all risk management plans on a quarterly basis.

Staff

All staff are required to be aware of and comply with Headway Gippsland policies, principles and directives contained within this policy.

Volunteers/Medical Students

Similarly, volunteers and medical students on placement at Headway Gippsland are expected to make themselves aware of and comply with Headway Gippsland policies, principles and directives contained within this policy.

Risk Identification

Risks can be identified through a number of ways including:

- a. Audits
- b. Complaints
- c. Client and staff feedback
- d. Incident Reports and near misses
- e. Occupational health and safety environmental inspections.
- f. Risk workshops
- g. Changes in legislation
- h. Changes in funding

Staff are responsible for participating in maintaining a safe workplace and are encouraged to report risks. We understand that risk can be identified at all levels within the organisation.

All identified risks shall be recorded in the Risk Register maintained by the Chief Executive Officer and monitored by the Board of Directors.

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Risk Criteria

The following criteria are used as a guide to determine whether a risk requires further action through the development of a management plan. **Other criteria not mentioned here may be considered.**

Likelihood Rating Criteria	Frequency
Almost certain	Could occur within the next 6 months.
Likely	Could occur within the next 12 months.
Possible	Could occur within the next 2 years.
Unlikely	Could occur within the next 3 years.
Remote	Not likely to occur in the next 5 years.

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		Consequence Rating Criteria			
		<i>Catastrophic</i>	<i>Major</i>	<i>Moderate</i>	<i>Minor</i>
Risk Type	<i>Strategy</i>	Unable to deliver on Strategic Plan.	Unable to deliver one aspect of Strategic Plan.	Major delay in delivery on Strategic Plan.	Minor delay in delivery on Strategic Plan.
	<i>Reputation/Brand</i>	Legal or Ministerial enquiry.	Adverse National media coverage.	Adverse local media coverage.	Local displeasure.
	<i>Financial</i>	Financial loss exceeding \$500,000.	Financial loss between \$250,000 and \$500, 000.	Financial loss between \$100,000 and \$250,000.	Financial loss between \$50,000 and \$100,000.
	<i>People/Safety</i>	Fatality of staff or client.	Irreversible disability of staff or client.	Significant reversible disability of staff or client.	Minor medical attention required.
	<i>Service Delivery/ Quality</i>	Loss of all funding.	Loss of significant program funding for more than one program.	Loss of significant program funding for one program.	Loss of many clients simultaneously.
	<i>Compliance</i>	Severe breach of legislative compliance leading to prosecution.	Breach of legislative compliance leading to an investigation.	Minor breach of legislative compliance leading to request for further information.	Internal identification of breach of legislative compliance leading to internal investigation.

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Risk Assessment

Risk assessment in which the likelihood and severity of each risk are simultaneously assessed to produce a risk “rating” as shown in the table below.

		Consequences				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain - 5	6	7	8	9	10
	Likely - 4	5	6	7	8	9
	Possible - 3	4	5	6	7	8
	Unlikely - 2	3	4	5	6	7
	Rare - 1	2	3	4	5	6

Legend

Extreme Risk
High Risk
Moderate Risk
Low Risk

Risk Plans

Risk plans should be developed where there is an identified need and should include the following information:

- Identified risk
- Risk rating
- Description of the risk
- Causes, current controls and audit measures
- New actions
- Reporting and monitoring required.

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References

Related Policy & Procedures

Occupational health and safety policy

Risk management procedure

Financial management procedure

Incident reporting procedure

Relevant Legislation & Standards

AS/NZS ISO 31000:2009, Risk management - Principles and guidelines

Department Of Health & Human Services

- standards 3.2, 3.3, 3.5, 4.1

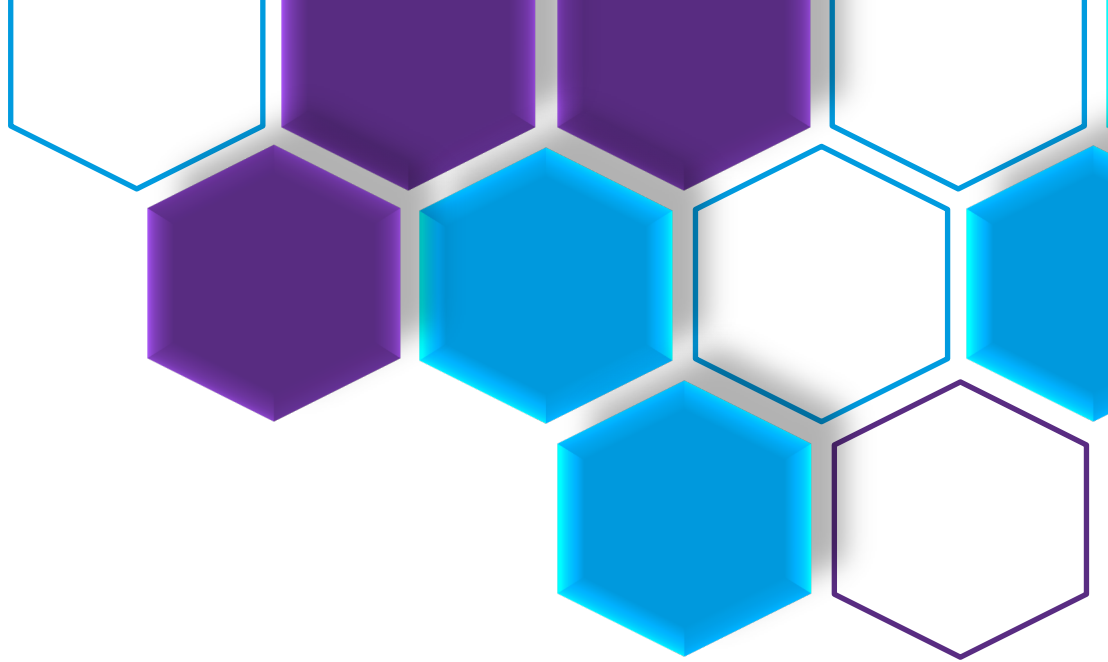
National Standards Disability Services

- standard six

Appendix

Risk Register

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Proposal for:

Headway Gippsland Inc.

Strategic Planning Program



Non Profit Training
educating and empowering those with purpose

25 March 2024

Attention:

Jenelle Henry
CEO

Headway Gippsland Inc

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Submitted by:

Debbie Innes
Director

Non Profit Training

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1300 144 113

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1. Introduction

Non Profit Training (NPT) is pleased to provide Headway Gippsland Inc. (HG) with a quote for a **Facilitated strategic options discussion** to be delivered in May, 2024.

HG is a not-for-profit, community-based organisation, that provides services across Victoria while remaining strongly committed to the local Gippsland community. Through provision of plan management and support coordination, HG supports people with disabilities to live independent, meaningful and enriched lives.

With changes to the NDIS announced late last year, the Board is now considering the future direction for HG and has been working with Jenny Holliday to navigate the options for the journey. The Board members would like a facilitated workshop to discuss some of the strategic options to then position the Board to be able to develop a plan to align with the strategy.

Having worked previously with HG and with many non-profit organisations supporting the development of their strategy, NPT is well placed to lead this program and assist the HG Board.

The following outlines details and costs for the facilitated strategic options discussion based on the workshop being delivered onsite for the Board in Gippsland, Victoria.

2. Proposed strategic planning program

The NPT team has been designing, developing and delivering training to non-profit organisations since our inception nearly nine years ago. Our team have been leading, working, volunteering, guiding and supporting the not-for-profit sector for many years and provides programs to educate on a wide range of topics.

The strategic options discussion for HG will establish the framework for the next steps in the planning for the next 3 years.

Stage 1 – Pre-discussion meeting

The workshop will commence with a discussion, where we will plan and confirm the parameters of the workshop we would provide for HG. The date for this is set with the CEO and Chair for 23 April.

Stage 2 – Facilitated workshop

The facilitated workshop will review what's happening in the context of HG and its operating environment. It's intended this is a big-picture discussion about the options available to HG based on what is currently known about changes to the NDIS, what is not yet known and how HG would like to position itself for the future.

Stage 3 – To be confirmed

Based on the outcome of stage 2, the next steps will be discussed with the CEO and Chair or as part of the workshop with the Board.

3. Workshop fees

Below provides costs based on Stage 1 and 2 above for HG, with a 2-hour onsite interactive workshop delivered for the Board in Gippsland (location to be determined).

Activities	Costs (GST Excl.)
Pre-discussion meeting including workshop planning and preparation	\$600
Facilitated strategic planning workshop (on-site - 2 hours)	\$1,650
Write up of session	\$300
Costs for travel time, overnight accommodation, and allowances (1 night).	\$670*
	\$3,220

**Costs based on workshop delivered in May, allowing for savings based on existing travel to the region shared with other clients.*

Please note:

The above program costs are based on:

- » Group sizes up to 18 participants for the strategic planning workshop.
- » The strategic planning program being delivered before the end of June 2024.
- » HG being responsible for booking the Board members into the planning workshop. If NPT was to manage this process, additional costs would be incurred.
- » Costs which include any workshop materials being provided electronically to HG for distribution to the Board members prior to the session.
- » The workshop being delivered on either a weekday or evening in May.
- » The workshop being delivered based on the content outlined in this proposal with the allocated pre and post program preparation and content tailoring.
- » HG being responsible for venue booking for the workshop(s) and any costs associated for delivery including catering, a screen, projector and speakers, internet access, whiteboard and/or flipchart.
- » HG being responsible for booking and payment of any interpreters or accessible support requirement for their Board members (if required).

4. Non Profit Training

ABOUT US

NPT is a business supported with education and training professionals who have been managing and providing training services for Australian non-profit organisations for over 25



years. Our tailored training and volunteering support services will challenge and motivate management, community members and boards to rethink their strategies and improve their organisational performance.

OUR APPROACH

Our goal is to educate, empower and build the capability of non-profit organisations so they can focus on their purpose. We believe in working with boards to maximise and build their strengths and knowledge. Similarly, we work with staff and the volunteering team who deliver community services, as an enabler to support their passion and ensure the future success of their organisations and the communities they support.

OUR SERVICES

While NPT specialises in providing public and in-house training for non-profit organisations, we also provide extended services alongside this which help to educate and empower Australian not for profit organisations. These services include:

Public and in-house workshops

- » Board training
- » Grant writing training
- » Governance training
- » Strategic planning training
- » Financial training
- » Leadership training
- » Marketing training

Non profit services

- » Board review
- » Project work
- » Video learning bytes
- » Strategic planning
- » E-learning
- » Operational plan development

Board and executive Coaching / mentoring

- » Board coaching
- » Board mentoring
- » Meeting / planning day facilitation
- » Leadership team coaching
- » Community leader mentoring

5. Non Profit Training facilitating team

We collaborate with our clients to ensure their experience is seamless from the initial consultation about the project, through to the final feedback and evaluation.

Our success in achieving this comes from the depth, reliability and effectiveness of our team from our project coordination team collaborating in preparation for delivery, through to the facilitator delivering the sessions.

Below are details for Jenny Holliday who is booked in to prepare and deliver the strategic planning workshop for Headway Gippsland.

Jenny Holliday AM

Jenny's qualifications: B.Ed, Cert IV T&A, GAICD

Jenny is a Director and Senior Facilitator / Consultant for Non Profit Training with over twenty-five years' experience working in senior leadership roles and on Boards in the not-for-profit sector. Her NFP board appointments have been in the disability, sporting, education and environmental sectors and has a wealth of experience in mentoring Boards and CEO's as well as delivering training and organisational solutions through her roles with charities and non-profits. Her experience also includes roles on advisory committees at international, state and local council levels.



Jenny has facilitated a range of capability building and strategic sessions to peak bodies, councils and organisations, as well as in-house projects across the sector. Coming from a long history with teams, Jenny has a focus on creating robust, sustainable team cultures as a precursor to achieving success through strategy and structure. Her passion is to develop strong collaboration between leaders and their teams, so they can achieve success together.

6. Terms and conditions

FEE PAYMENT TERMS

Payment for sessions must be received by NPT fourteen (14) days from the presentation of each invoice unless otherwise agreed in writing with NPT.

CUSTOMER CANCELLATION POLICY

NPT must receive cancellation and/or reschedule requests in writing seven days prior to the scheduled event or a cancellation fee may be charged. Any cancellations less than seven days will incur the following fees corresponding to the table below:

<i>Time frame</i>	<i>Fees</i>
Less than 60 days, more than 14	Any program preparation fees
Less than 14 days, more than 7	10% of workshop and preparation fees will be charged
Less than 7 days, more than 3	50% of workshop and preparation fees will be charged
Less than 3 days	Full fees workshop and preparation fees will be charged

CANCELLATION BY NON PROFIT TRAINING

Non Profit Training reserves the right to cancel or reschedule a session at any time if unforeseen circumstances prevent a facilitator delivering a session and a suitable substitute is not available.

Where a facilitator is prevented from attending on-site at short notice due to illness, we will endeavour to provide a replacement facilitator to deliver the session on-site, or provide an online solution with the existing NPT facilitator, or another NPT facilitator will deliver the session via Zoom to the group onsite. This will require the client having on hand a screen, laptop, speakers, access to the internet, and a representative on-site to assist management of technology with the attendees. Notification of any changes or cancellations will be provided as early as possible. In the event of a cancellation the client will not be charged any fees.

CONFIDENTIALITY

NPT will ensure any confidential material provided to us for training delivery purposes will remain confidential and used only for the client's training purposes.

INTELLECTUAL PROPERTY

NPT owns all intellectual property used in their training sessions including course structure, content, role-plays etc as delivered in all our programs with the exception of content specifically provided by the client.

EMERGENCY CONTACT

NPT will provide the mobile number of the facilitator to the client in order that they need to contact the facilitator on the day or if plans change. Likewise, for sessions commencing after 5.00pm, we require the mobile number of the contact in the case of emergency.

4 March 2024

Ms SM Cowling
18 Taveners Road
JUMBUNNA VIC 3951

Dear Ms Cowling

Property: 24 Pedersen Street, Welshpool VIC 3966

1. I refer to our previous correspondence to you seeking a meeting between our client Headway Gippsland Inc. and yourself regarding the Property and your intentions for it in the future, including our client's inability to utilise the Property as originally intended.
2. Our client has now considered its position with respect to the Property and due to the inability to engage with you regarding its future use and ownership; the inability of our client to access the Property for its participants and the rising costs to maintain (insurance and Land Tax) our client has decided it must request that you transfer your remaining interest in the Property to our client.
3. To take the transfer of your remaining 20% interest, our client will pay to you the current market value of your interest, as determined by the average of three real estate agent appraisals. We recommend three agents who are local to the Welshpool district. The alternative is to share the costs of a sworn valuation to determine the market price and therefore the value of your interest.
4. Once a value is determined, you will be required to engage a conveyancer or law firm to act for you to arrange the transfer of the balance of the title into our client's name. Please advise this office who you will appoint to act for and we will liaise with that firm to facilitate the transfer without further delay.
5. If we do not hear from you within 14 days to advise us of your conveyancer, or alternatively, you refuse to engage with our client to facilitate the transfer of Property, I have advised my client of the options available to it under section 225 of the *Property Law Act* to apply to VCAT for an order for sale of the Property.
6. We trust that an application to VCAT is unnecessary and that you will engage with our firm to achieve a transfer to our client of 100% ownership of the Property.

Yours faithfully
BDLEGAL

Contact: Richard Bridge
Email: richard.bridge@bdlegal.com.au
Our Ref: 231223
Reply to: Warragul





Lora Moulton

Subject: FW: catch up regarding Welshpool

From: Richard Bridge <richard.bridge@bdlegal.com.au>
Sent: Thursday, March 7, 2024 8:58 AM
To: Jenelle Henry <j.henry@headwaygippsland.org.au>
Subject: FW: catch up regarding Welshpool

Janelle

Response from Shirley below, which is more delay/avoidance of the primary issue.

Regards

Richard Bridge
Partner

Warragul - Tuesday & Thursday
Traralgon - Monday, Wednesday, and alternate Fridays



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If you have received this email in error, please notify me and delete all copies of it and any attachments.

From: Shirley Cowling <shirley.cowling@outlook.com>
Sent: Thursday, March 7, 2024 8:32 AM
To: Richard Bridge <richard.bridge@bdlegal.com.au>
Subject: Fw: catch up regarding Welshpool

You don't often get email from shirley.cowling@outlook.com. [Learn why this is important](#)

Good morning Richard,

Please find a copy of my email to Janelle. I certainly have not been ignoring the correspondence which I have received, and yes, it is now March.

It was my intention to contact Headway and make an arrangement for Janelle to see the improvements that I have made to the house for "people of all abilities". The only Headway Newsletter which I have noticed promoting the house for their clients is one which stated that there were no modifications for wheelchair access. I have therefore gone to the trouble of altering the house and will be having carpet laid this month in the area concerned.

I did attend their A.G.M. and no comments were made regarding any concerns, apart from my advise that I was widening the hallway. However, this was queried, and a statement mdke regarding why when there was no shower for wheelchair access. This I advised that I had done the year before.

I shall contact you further relating to this matter when I have more time. Sorry I am now about to leave for work.

Kind regards

Shirley

From: Shirley Cowling <shirley.cowling@outlook.com>

Sent: Wednesday, 31 January 2024 3:22 PM

To: Jenelle Henry <j.henry@headwaygippsland.org.au>

Subject: Re: catch up regarding Welshpool

Hi Janelle,

At the moment I do not have much spare time, hence the delay in replying.

I think you would be aware that I am heavily involved in the community as I am sure Debbie knows with my having to book the scout hall for Australia Day celebration for which I was responsible for. She would also probably be aware that I am heavily involved in the Korumburra Show, and also Friends of Coal Creek. The pressure will be off after the show to some degree, so I will be contacting Richard (as per my reply to his email) sometime later in February. As I am still juggling work, I need to apologise for the delay, and will advise you both accordingly

Kind regards

Shirley

From: Jenelle Henry <j.henry@headwaygippsland.org.au>

Sent: Thursday, 11 January 2024 10:49 AM

To: Shirley Cowling <shirley.cowling@outlook.com>

Subject: catch up regarding Welshpool

Hi Shirley

I hope you have been well and had a lovely Christmas

I am just touching base with you as we need to sit down and work out what is happening with Welshpool.

Can you email me some dates you are free

Look forward to hearing from you

Kind Regards

Jenelle Henry

CEO

Headway Gippsland

16 Sinclair Street Drouin

PH 5127 7166 / 5625 5220 TF 1800 452 452

Email j.henry@headwaygippsland.org.au

Web www.headwaygippsland.org.au



Supporting people with an Acquired Brain Injury, other disabilities and their families



I acknowledge the traditional custodians of the land we are meeting on today, the Gunai Kurnai people and pay my respects to their Elders past and present.



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National Disability Services Submission
Disability Royal Commission and NDIS
Review: Current and emerging issues,
challenges, and opportunities for the Victorian
disability sector

March 2024

About National Disability Services

National Disability Services (NDS) is the peak body in Victoria and Australia for non-government disability service providers, with over 270 members in Victoria and over 1000 members nationally. We provide information and networking opportunities to our members and policy advice to State, Territory and Commonwealth governments. Our members collectively offer the full range of disability services; from personal care and individual support, supported independent living, specialist disability accommodation, short-term accommodation, medium-term accommodation, therapy, community participation, group activities, support coordination, plan management, assistive technology and employment supports.

NDS is committed to improving the disability service system to ensure it better supports people with disability, their families, and carers; and to building a more inclusive community. NDS has a deep commitment to supporting the implementation of a successful National Disability Insurance Scheme (NDIS) and is supporting service providers across Victoria as they work to thrive within this contemporary and constantly evolving landscape.

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Attachments:

Attachment 1: Comparison of Disability Royal Commission and NDIS Review recommendations

Attachment 2: Working together to deliver the NDIS - Independent Review into the National Disability Insurance Scheme: Final Report, 2023 p222

Attachment 3: NDS Provider oversight, accountability, and enablers policy

For attachments contact paul.bourke@nds.org.au

Introduction

This paper is a companion document to the [NDS DRC submission](#) to DSS provided to DFFH on 25 January 2024. This document provides additional local context, analysis, and commentary about current and emerging issues for the Victorian disability sector and highlights opportunities and challenges.

As part of this analysis, we compared and summarised the DRC and NDIS Review recommendations and have provided this as Attachment 1.

Last year was a landmark for change and proposed change in the disability sector. Federally, the Disability Royal Commission produced 222 recommendations, which if implemented would profoundly transform Australia and the disability sector to be safer and more inclusive for all people with disability. This was followed by the NDIS Review final report that recommended changes which would have repercussions beyond the Scheme. In Victoria, the new *Disability and Social Services Regulation Amendment Act 2023* and the amended Social Services regulations also change the operating environment.

These systemic changes occur at a time of uncertainty. For disability service providers in Victoria, there is a sense that NDIS settings and deteriorating economic conditions are significantly impacting the sector. Our recent [State of the Disability Sector Report 2023](#) found that in Victoria:

- 75 per cent of providers viewed operating conditions as worse in the last 12 months than the previous year.
- 41 per cent of providers made a loss in FY 2022-23. 13 per cent just broke even.
- 89 per cent of respondents said they had received requests for services that they could not fulfill.
- 76 per cent are worried they will not be able to provide NDIS services at current prices.
- 76 per cent reported extreme to moderate difficulty in finding support workers, with availability of allied health professionals ranging from low to non-existent.

This was the highest rate reporting a loss since the survey began collecting financial data in 2016.

Most providers would place the root of this problem in pricing, especially with the rising cost of doing business.

General comments

The NDIS review highlights some critical issues with the design and implementation of the NDIS. It is seen as an important opportunity to achieve system-wide change.

NDIS Review outcomes have been aligned to much of the Disability Royal Commission recommendations released in September 2023 and while there are differences between the recommendations of the two which benefit the differences in their scope there are also many commonalities. The aim is to create an effective ecosystem that has embedded outcomes, quality and safeguards, and does not create further gaps.

For some the 5-year transitional plan, as suggested in the NDIS review, outcomes are considered too long. There are issues with potential market failure (outlined in the NDS State of The Disability Sector 2023 results highlighted in the Introduction) and swift action is required to address key issues. (Support Coordination as an example is already nearing crisis point). For others looking at the extent of the changes proposed the time frame is insufficient. The pressure for speedy change needs to be balanced with the need for robust sector consultation on implementation plans for each of the swathes of potential system changes. Another critical issue relates to the sequencing of implementation, which will impact on success.

Victoria has been widely acknowledged as a disability leader, with the early adoption of individual support packages, the strong focus on quality and safeguarding mechanisms, zero tolerance initiatives, worker registration and substitute and supported decision making and so forth. The state also has a particularly broad and deep community services sector. The long-term commitment to inclusion and people with disability is reflected in successive State Disability Plans, and current consultative mechanisms such as the Victorian NDIS Community Advisory Council (VCAC). These Victorian approaches together provide many opportunities, which can be leveraged, with good design to effectively implement reforms.

NDS has identified ten priority areas from the DRC final report and NDIS review which we wish to highlight within the Victorian context. These priorities are the basic foundations for a diverse, high-quality disability sector that delivers effective and outcome-focused services, in a manner that is sustainable.

Executive summary of Priority Areas

1. Need for structural adjustment funding

While the move to an independent pricing authority for NDIS supports is positive, multiple recent financial benchmarking results demonstrate that a significant cohort of providers are experiencing a sustainability crisis now. Such providers tend to be registered, often not for profit, supporting people with more complex needs. They arguably cannot hold on with current price settings for the time expected for Review implementation.

NDS urges Victorian government advocacy for structural adjustment funding to providers to prevent market failure.

2. Engagement of service providers and other stakeholders in Review implementation codesign

The Review Report recommends engaging all stakeholders, including people with disability and service providers, in codesign of implementation of reforms. The DRC and Review recommendations are broad and far reaching and will involve complex legislative and service transformations. It is critical that the design of

such reforms, and then the implementation of agreed changes in Victoria, occur with input from the sector. People with disability and their advocates working together with disability services and NDS are important stakeholders to be involved in engagement.

NDS recommends that the Victorian government implement robust consultation and codesign processes for system redesign and reform implementation, with involvement of disability service providers along with people with disability and other stakeholders.

3. Alignment of Victorian legislation/regulation with national quality and safeguarding

There needs to be good alignment between national and state requirements. NDS is keen to see Victorian regulatory requirements being aligned in the future to take account of expected changes to the national disability quality and safeguarding framework, authorities, and requirements. The instigation of robust federal-state data sharing protocols and mechanisms for organisations to report once and have information shared across state and federal agencies within disability and across sectors will be important to reduce the current confusion and compliance burden.

4. Significantly invest in driving Inclusion in mainstream services

To fulfill the objectives of the DRC and Review recommendations as well as the State Disability Plan for inclusion and equality, roadblocks to the utilisation of mainstream services need to be removed. Strategies to coordinate navigation between multiple systems of support need to be designed and funded. NDS is looking to the Victorian government to significantly step up the drive and investment to make mainstream services more inclusive and accessible.

5. Opportunity to build foundational supports on Victoria's existing service system:

Victoria has a particularly deep and broad community services sector as compared to other jurisdictions. This includes several programs and services well suited to underpin foundational supports. NDS urges the Victorian government to engage with and explore opportunities to extend and build upon existing

mainstream services including the Mental Health Locals, Maternal and Child Health services, community health services, and the HACC PYP program.

6. Opportunity to link new navigator roles with mainstream services

The positioning, scope, and timing of the rollout of the new navigator roles recommended by the Review will be important to the ultimate cohesion of the service system. Safeguarding of participant choice and ensuring the role does not become a cost management strategy are important, and positioning the navigator roles within communities with close connections to local mainstream and specialist service systems will be important. The messaging regarding the timing of transition to these new roles is also critical to maintain existing support coordinators and plan managers in the sector.

NDS urges particularly careful consideration of the implementation and timing of the navigator roles in Victoria, to ensure ease of access, close connections with mainstream services and avoid perverse outcomes on the existing support coordination market.

7. Plan for an available, skilled workforce to support reform

Disability services are facing significant workforce shortages. Recommendations for new foundational supports and navigator roles will require significant numbers appropriately skilled and available workers. The lack of such workers poses a major risk to the success of the reforms. NDS recommends the government develop a strategy to address the disability workforce challenges associated with the reform agenda in Victoria, noting that this will need to encompass professional allied health roles as well as disability workers, and all within the broader context of widespread workforce shortages in allied health and community services.

8. Need for a robust disability housing and support plan

As many DRC and NDIS Review recommendations relate to housing and support options and services, the NDS recommends that the Victorian government collaborate with key stakeholders to create a 5-to-15-year Victorian housing and support plan that considers the transition away from larger scale group homes, SDA, SIL and ILO supply and demand, tenancy arrangements, support models and regulation.

9. Employment

NDS expects a greater focus on participation of people with disability in the workforce to be a key part of the reform agenda. We welcome the current review of Victoria's Social Procurement Framework and call for further work to foster employment as an enabler for inclusion. We note that employment needs to be driven by participants and not systems to be most effective. Systems needs to understand individual accommodations and use inclusive employment practices.

10. Regional and rural services

The disability reform agenda in Victoria needs to include a focus on the needs of regional and remote Victorians with a disability. Workforce shortages with both disability workers and allied health are exacerbated in regional areas, transport costs are not adequately covered by NDIS pricing and there are extremely thin markets for many service types.

NDS argues that such issues require targeted strategies which take account of the characteristics and opportunities of regional locations and service systems, such as allied health incentive programs, funding for collaborate initiatives across services etc.

The following sections discuss these recommendations in greater detail.

1. Need for structural adjustment funding

Achieving the reform agenda will require structural adjustment across most aspects of service delivery. Careful deliberation, collaboration and codesign will be necessary to implement its recommendations effectively. To ensure high-quality, equitable and sustainable supports that provide choice, control, and independence to people with disability all stakeholders must work together, with people with disability and providers having a seat-at-the-table to ensure changes can be safely and practically implemented.

Funding is required to support sector structural adjustment over the next 5 years. This could assist, for example, with the introduction of new navigation models and supports for homes and living, managing vacancies, investing in/divesting infrastructure, new regulatory and training requirements for workers, delivering trauma informed supports

and adapting to new systems, including enhanced incident reporting, digital platforms, e-markets, and payment systems.

Recent financial data benchmarking shows that the provider sector is struggling. The Stewart Brown Chartered Accountants Benchmarking Survey found that 55 per cent of responding organisations reported an operating loss for the financial year 2023; with an average operating loss of \$1.25 million per disability service provider in that year. The Ability Roundtable's Financial and Workforce Benchmarking Results FY23 drew data from organisations with \$6.04 billion in total revenue, representing nearly 70,000 NDIS participants and over 55,000 workers across core supports, therapy supports and support coordination. These services reported a median profitability of -2.1 per cent, with 63 per cent of participating organisations reporting losses.

The benchmarking surveys' respondents tended to be registered, often not-for-profit providers, supporting people with more complex needs. As a cohort they are critical to the system. They arguably cannot hold on with current price settings for the time expected for Review implementation.

NDS urges Victorian government advocacy for structural adjustment funding to registered providers to prevent market failure.

2. Engagement of service providers and other stakeholders in Review implementation codesign

To implement the reforms outlined in the DRC and NDIS Review will require development of a series of implementation plans, integrated within an overall well-developed roadmap. It is critical that the disability sector is involved right from the start, with regular communication between all stakeholder groups.

We note that existing Victorian consultative mechanisms are well placed to contribute to the reform agenda, including the Victorian Community Advisory Council (VCAC), the Disability Workforce Working Party, and the Department of Education's Disability Stakeholder Reference group.

NDS recommends that the government applies evidence-based codesign elements, as codesign with stakeholders is more than consultation. It is important that any power

imbalances are well-managed. People with disability should be reimbursed for their involvement. It is also important that a mix of providers and people with disability are involved to ensure any new reforms and service models consider the range of urban and regional, cultural, and socio-demographic contexts, and are applicable to the broadest cross section of Victorians with disability.

3. Alignment of Victorian legislation/regulation with national quality and safeguarding

Legislative change

The DRC and NDIS Review have both highlighted areas where strengthening, aligning, and changing legislation can be used to drive change to ensure quality of life and quality of service provision for people with disability. For many recommendations to be realised, changes must be made to legislation. It will be important to ensure legislation and accompanying regulations across federal and state governments are mindful of ensuring quality and safeguards whilst also not adding duplication and burden to compliance with regulations.

The Victorian government has enacted a number of disability safeguarding legislative changes in recent years, in contrast to other jurisdictions. These have plugged some perceived gaps in the national safeguarding framework but also added to the environment's complexity for Victorian based disability services. Victoria should consider future adjustments to some of this legislation to ensure alignment as the national legislative environment changes with any agreed DRC and NDIS Review recommendations.

Information sharing

Since the NDIS began to be rolled out 11+years ago the sector has seen the creation of silos between different agencies with limited information sharing. This is resulting in duplicative compliance and reporting requirements, and at times hampering the delivery of high-quality and safe services. NDS recommends that efforts be made to increase information sharing in the following areas:

- NDIS Commission (or new agency) and the Victorian Social Services Regulator regarding disability registration and complaints information.
- NDIS Commission (or new agency) and the Office of the Senior Practitioner on both authorisation and use of restrictive practices, both authorised and unauthorised in behaviour support plans. This information needs to be reciprocal.
- Office of the Public Advocate (OPA) and NDIA and Consumer Affairs Victoria to supply address information to facilitate safeguarding role of OPA's Community Visitors Program.
- NDIA and service providers where there is known risk to safety to both participants and service providers if information is not provided. This may include but is not limited to the existence of specialised treatment order, health, and behaviour support needs.
- Reduce regulatory burden by having report-once mechanisms that facilitate sharing across agencies e.g., NDIS Commission incident reports shared with Victorian Disability Worker Commission as appropriate, CAV RTA agreement lodgment triggers notification with Community Visitors program

Worker screening and provider registration

A key NDIS review recommendation was that all providers are to 'register,' allowing full visibility of the market with four levels of registration proposed (Currently > 150,000 providers are not registered). Additionally, all workers who have more than incidental contact with participants and/or deliver specified direct services are to have a NDIS worker screening clearance.

There is currently a federal Taskforce examining these recommendations in further detail.

The registration levels proposed are as follows:

Advanced registration: for supports that are considered high-risk or require high-level technical competence, e.g., shared / SIL home living. This will require providers to have observational audits against both general and support specific standards - similar to the current approach;

General registration: for medium risk supports, applying graduated approaches to regulatory requirements based on risk. Audits may be observational and/or desktop auditing. E.g., Non-SIL high intensity daily personal activities and supports that include significant 1:1 contact with participants;

Basic registration: lighter-touch registration requirements for lower-risk supports, possibly similar to the current verification pathway with a greater scope that would include sole traders and small providers, social and community participation, and services that involve limited 1:1 contact with participants. Rather than audits, self-assessment, and attestation of compliance with Practice Standards would be the pathway to registration.

Enrolment: a simple and light-touch online process for providers of the lowest-risk supports such as consumables, equipment, technology, and home and vehicle modification. Compliance with practice standards required but nil audit/assessment.

(See Attachment 2 for registration table from NDIS review recommendations and Attachment 3 for NDS's policy position on provider oversight, accountability, and enablers.)

It needs to be clarified if a provider can have more than one level of registration. For example, Advanced if offering SIL but only Enrolled for the low-tech equipment it may provide as well. This would reduce the cost of registration and audit for those who provide both types of services.

There also needs to be clarification around whether a provider can register their services according to risk level, or must they register the whole organisation based on the highest risk service they offer. The NDIS Commission has indicated that if tasked with developing the model this will be determined by its own understanding of the organisation in question. Sector collaboration needs to be a key component of modelling to ensure broader exploration of the possible outcomes of the new registration system are considered.

The cost of registration and consequent compliance requirements is significant and the cost of developing registered supports costs a further ~6 to 8 per cent. Adequate timelines need to be set for the market to make any relevant registration change.

Worker Registration

The DRC recommended that there be national registration of disability workers and cited the example of the Victorian Disability Worker Commission (VDWC). NDS has previously expressed concern that 'registration' of workers can be confusing for consumers who do not recognise the difference between registration of service providers and registration of workers and may believe that a 'registered worker would be subject to the same level of safeguarding as employees of registered providers. That said, NDS has welcomed the professional and collaborative approach of the VDWC and recognises the merit of having some form of recognition for disability workers.

4. Significantly invest in driving inclusion in mainstream services

Mainstream services have been identified in the review as a focus for improved access and inclusion by all people with disability. This aligns with the State Disability plan priorities with Victorian already engaged in strategies to address these needs, such as the Disability Liaison Officer (DLO) program, Pathways to Home and Mental Health and Wellbeing Diverse Communities reform processes.

While these initiatives begin to address the health mainstream needs, significant gaps remain resulting in poor health outcomes resulting from delays in treatment, misdiagnosis or lack of accessible and appropriate supports especially associated with hospital admission, outpatient care and fragmented service pathways.

NDS urges attention on mainstream health systems as a priority focus for immediate capability building and improvement to occur alongside the focus on foundational supports and the introduction of Navigators to enable the integration of codesigned solutions and workforce capabilities to be duplicated where appropriate, maximising the resources needed for the improvements to occur.

NDS urges a significant step up in investment to drive greater inclusion across all government funded mainstream service systems, including education, health, public and social housing, transport, and justice, in line with the vision of the State Disability Plan.

5. Opportunity to build foundational supports on Victoria's existing service system

NDIS Review report uses the term 'foundational supports' which covers information and services outside the Scheme. These supports are the responsibility of the Commonwealth and the States and Territories and are intended to create an ecosystem of support people. As part of this ecosystem mainstream supports which are the responsibility of the States need to more inclusive. Foundational supports will include strategies for children and young people particularly in education and early intervention.

The NDIS review report describes four layers of supports for people with disability:

- universal and mainstream services available to everyone in the community,
- general foundational supports available to those under 65
- targeted foundational supports for people with disability under 65 who are not eligible for the NDIS, and
- individual supports provided through the NDIS.

Foundational supports should be available to all NDIS participants and people with disability aged under age 65 who are not eligible for the NDIS and their families.

The role of these foundational supports for children and families (particular in early intervention) and people with psychosocial disability will be critical. They will also provide supports to those with significant disability who do not meet the NDIS residency criteria such as permanent residents who are not Australian citizens and those on visas not covered by the relevant criteria (for example refugees and international students).

In line with the recommendations of the DRC and the Review, the Victorian Government needs to continue to drive mainstream services to be more accessible and inclusive. This is particularly evident in Health, where access to mainstream services leads to better health outcomes for people with disability and reduced costs. We urge the Government to consult with the sector on ways connections could be formed across all mainstream services

Victoria already has a social services infrastructure which could underpin foundational supports and ensure improved integration with mainstream services. For example, the new Mental Health Locals, our extensive network of Maternal and Child Health services, Community Health Services, and the Home and Community Care Program for Younger People.

A support strategy is required which coordinates both National and State programs to create an integrated whole rather than the states plugging holes. While further Victorian funding from the Commonwealth is likely, strong advocacy is required to ensure this is adequate and targeted. Victoria will need to assemble a strong evidence base to support this advocacy.

In addition, Information Linkages and Capacity Building (ILC) strategies, which have not been considered in the NDIS Review, need to be evaluated. The ILC program provides information and capacity building supports for all people with disability, regardless of whether they are NDIS participants. As such, they already provide many services that could be part of the new foundational support ecosystem if focused and enhanced.

Closely linked to the call for foundational supports, NDS wants to see greater support for children with disability and their families in line with both the recommendation of the DRC and the NDIS review. Both include a call to safeguard the right to inclusive education for children with disability. To facilitate this, the NDIS review report recommends better connecting the NDIS with school education systems and improving educational outcomes for these children.

NDS acknowledges that the Victoria Government is currently investing in a variety of programs which support children with disability including rolling out Disability Inclusion reforms in schools, investing in early years supports, and investing in some advocacy services. Building on this, we would like to see funding to develop a suite of integrated support to create a truly inclusive and robust early years and education system. We are keen to see the system being much more proactive with early intervention for young children with developmental delay. There is also a swathe of work required to create an education system that responds to the education recommendations of the Royal Commission, with disability inclusion reforms to increase system performance and accountability.

In all areas requiring significant reform, NDS urges the government to extend its existing consultative mechanisms, to ensure the voice of service users, families, advocates, and providers are all considered. This will be particularly important in the critical area of services for children and young people.

6. Opportunity to link new navigator roles with mainstream services

Commentary in Victorian NDS networks and (social) media on the Navigator role in replacing other intermediaries has created an impression of immediacy. This has resulted in concern for NDIS participants with increased risks of intermediaries exiting the workforce and market failure for Support Coordination in the interim.

There need to be immediate communications assuring participants that any change will not be immediate and will be carefully codesigned. A clear roadmap needs to be developed including timelines and demonstrate that people with disability will not be without critical support in any transition. Also, a reassurance that loss of any choice and control will not be an unintended consequence of the change.

There was concern expressed about the proposed Navigator role that if “commissioned by the NDIA” will erode participant choice and control of service provider. The potential conflict of interest where an Agency-commissioned Navigator needs to support a participant with budget/funding negotiations with the NDIA will need to be addressed.

To address the risk that Agency-commissioned Navigation might in practice become a mechanism for NDIS cost control, it is recommended that any implementation includes safeguards to protect choice and control, along with operational practices that ensure this role does not adversely influence supports in participants’ plans.

Due to the directions outlined in the review, job security and subsequent loss of skills from the sector along with risk to current business models for some providers is an emerging issue. Suitable skillsets of the Navigator role will be critical, requiring expertise to build trusting relationships, understand and network with the local community and disability services, and understand participants needs now and in the mid-term future. Current Support Coordinator and Local Area Coordination (LAC) markets are ‘personnel specific’ and outcomes that the participant choices are dependent on the individual skillset of the SC/LAC – some succeed, some fail. Concerns were also expressed about a workforce drain to Navigator roles and a diminishment of role diversity and value in provider organisations. Qualifications and expertise of Navigators need to be thoughtfully

identified with participants, carers, allied health professionals, and other relevant stakeholders.

The NDIS Commission Own Motion into Support Coordination and Plan Management is not concluded, however will examine how positive contributions made by good support may be supported. Planning for implementation of Navigators will need to consider key quality and safeguarding findings from the Own Motion Enquiry once completed.

7. Plan for an available, skilled workforce to support reform

Workforce shortages persistently plague the sector. Providers find it difficult to find workers with the requisite skills. The Review has proposed a set of recommendations encompassing training, workforce management, pricing structures, and community partnerships to comprehensively address the multifaceted challenges facing the disability sector. It is noted that there is currently further development of policy relating to the disability workforce occurring at the national level, and this will also frame Victorian workforce initiatives.

The disability sector grapples with a multifaceted challenge marked by high burnout rates and a struggle to retain skilled support workers, leading to a significant impact on the overall quality of care provided to people with disability. Workforce shortages persistently plague the sector, with recruitment proving challenging due to the difficulty in finding workers with the requisite skills, values, and attitudes that align with the demands of the job. For providers this may lead to canceled shifts, increased overtime costs and the need to provide unfunded on-the-job training for workers without qualifications and experience. This uncertainty can result in an inability to meet demand or grow the business.

Workers express frustration with the existing system, citing inadequate training, limited career advancement opportunities, and insufficient supervision, especially affecting allied health professionals. The pricing and payment structures in place are identified as inadequate, creating obstacles for providers in meeting the complex needs of participants. Notably, the annual turnover rate of 17 per cent to 25 per cent underscores the pressing need to address issues such as short-term employment and suboptimal working conditions.

To remedy these challenges, the NDIS Review report has proposed a set of recommendations which sacrifice detail through the level of their interaction with other policies. Examples of this are the implementation of a trial for portable leave and training aims to formally recognise the learning and training undertaken by support workers, allowing them to accumulate leave balances across the broader care and support sector and the current national consultation regarding a national skills passport.

Additionally, a call is made for improvements to worker screening processes, seeking to streamline and expedite procedures while ensuring consistency across the care and support sector.

The suggested approach to training involves establishing a minimum online training standard to ensure a baseline understanding of worker obligations, coupled with opportunities for career progression through micro-credentials—short courses and competencies- a digital skills passport and growing the number of traineeships as recommended by the Review.

While some of these recommendations are more adequately analysed from the Commonwealth perspective, others, such as portable leave provisions, have already seen some Victorian action with the introduction of the Portable long service program. NDS has long called for improvements to the current protracted screening system in Victoria. Having to wait several weeks for a NDIS worker screening check, when they could have an immediate start in retail, is a recruitment barrier. We need these important safeguarding mechanisms, but the turnaround needs to be more efficient.

Victoria could also consider developing targeted and flexible migration pathways for care and support workers, potentially through an industry labour agreement, in consultation with industry, employer associations, and unions as well as a bigger focus on peer workers. This would start with increased support for individual and family capacity building being delivered by peer workers as part of the increased investment in foundational supports discussed above.

In addition, an ongoing governance function for coordinated workforce planning, incorporating data strategy, identifying workforce gaps, and continuous monitoring and evaluation across Australian and state/territory governments could be established.

NDS recognises that Victoria has long demonstrated a commitment to the disability workforce (through funding workforce initiatives) and already has some building blocks for policy leadership in this space (e.g., DFFH Centre for Workforce Excellence, the Disability Workforce Working Party). However, we recommend development of a specific disability workforce strategy to enable and support implementation of the disability reform agenda over coming years.

8. Need for a robust disability housing and support plan

The NDIS Review and DRC made some significant recommendations about the future of disability housing and support. These included wanting to separate ownership from support services, eliminating segregated settings and larger scale group homes, and more focus on share housing based on 1 staff member to 3 participants with shared support.

The critical issues for Victorian disability housing and support providers and the emerging issues flowing from the NDIS Review and DRC include:

- The viability of Supported Independent Living (SIL) services
- Specialist Disability Accommodation (SDA) supply
- SDA/SIL vacancies and vacancy management
- Ownership concerns
- The delays in SDA/SIL decision-making and lengthy NDIA processes
- The 1:3 ratio NDIS Review recommendation
- Differing views about what is best practice in the provision of housing and support
- The transition away from group homes and legacy stock
- Removing 'Improved Livability' from the SDA design categories
- The lack of oversight of unregistered SIL, Short-Term Accommodation (STA) and Medium-Term Accommodation (MTA) providers and the variable standard of housing
- Tenancy provisions
- The building regulations for SDA, SIL, STA and MTA.
- Safety in home and living supports

These issues are complex and multi-factorial. NDS is currently developing a discussion paper to examine these issues in greater detail.

NDS recommends that the Victorian government collaborate with key stakeholders to create a 5-to-15-year Victorian housing and support plan that considers the array of issues and factors and plots a way forward in this complex space.

9. Employment

People with disability continue to experience disproportionately low levels of employment compared to the rest of the Victorian community. Employment is often not prioritised in NDIS participant plans and some participants need support to identify, explore and try a range of employment options. With unemployment at its lowest in decades, we are presented with an opportunity to empower many people with disability to enter the workforce.

- The DRC Report highlights employment for people with disability in relation to inclusion while there is not adequate attention in the NDIS Review.
- The Victorian Government has an opportunity to foster employment as an enabler for inclusion would be prudent strategy.
- Further work on a social procurement strategy would be useful. Employment needs to be driven by participants and not systems driven to be most effective.
- Systems outcomes focus can create a system that works against the needs of participants.

It is important that the State Government collect data on the number of people with disability employed in each public sector department, sharing this data publicly and reviewing the impact of inclusive policies and practices to ensure they have created more equitable and accessible workplaces.

The State Government needs to work with all stakeholders to develop a cohesive vision for employment that improves how existing supports work together, identifies gaps, and develops strategies to address gaps that supports a range of employment options for all people with disability. This should target supports for people who are long-term

unemployed and training to assist supported employment providers to transition participants to open employment options.

NDS welcomes the current review of Victoria's Social Procurement Framework but wants greater support for social enterprises whose central mission is employing Victorians with disability. We would also encourage the Victorian Government to increase government purchasing from supported employment services, including procurement and employment targets and mandatory set aside policies, like the model developed with the Indigenous Procurement Policy. This could include supporting the Buyability procurement website for redevelopment and promotion. The Buyability website provides government and private business with an easily navigated platform to identify and source highlighted social enterprises by location or business category.

10. Regional and remote services

The sector issues already identified in this document are exacerbated in regional/remote areas due to geography, lower populations, and lower socio-demographics. This adversely impacts service supply (often referred to as thin markets) in disability and the allied health sectors and infrastructure challenges.

NDIS participants in rural and remote communities may struggle to access the necessary services in their local area.

If a participant's plan is under utilised (even if due to thin markets) they may struggle to justify keeping funding levels and risk lower levels of funding in their next plan.

Transport funding is capped by the NDIS and does not account for the level of remoteness. People living in regional and remote areas often need to travel further to access local or city-based services. Some may travel 200kms or more to access daily community activities, and other services or work but currently these increased travel costs are not reflected in regional participant's plans. When their NDIS transport funding runs out this may limit their access to disability/ medical services and inclusion opportunities or increase their out-of-pocket costs. This is also compounded by the limited availability or lack of accessible public transport in many parts of regional and rural Victoria.

Overcoming regional staff shortages, inadequate skills mix, and reduced training options will be key success factors in addressing some of the regional and remote geography challenges. There is a need for more focus on incentive programs (like medical incentive programs etc.) to encourage allied health practitioners to work in regional/remote Victoria and improve access to timely services.

Metropolitan centers to access services, particularly specialist services and this brings additional costs of travel and disconnection from local communities.

To overcome these issues, service-delivery models should be developed that give families in rural and remote areas access to disability services without forcing those people to compromise or to forego assistance.

Opportunities for improvement could include the further use of Telepractice, Allied Health Assistants (AHA's) and Fly-In-Fly-Out (FIFO) practitioners. Telepractice is a therapy service that is delivered in-part or in-whole via remote telecommunication and can eliminate travel time and increase choice in service providers outside the local area.

AHAs are certificate-qualified individuals who can implement interventions under the guidance of an allied health professional, remotely or in-person. AHAs can have an in-depth knowledge of local community needs at the same time as having a broad knowledge of allied health services. The combination of an AHA and clinician brings expertise in the local community, and expertise in clinical practice, as well as providing a more regular and timely service to individuals, since the clinician need not be always physically present.

FIFO allied health practitioners who specialise in disability have the potential to empower rural and remote communities, and build capacity amongst generalist allied health practitioners, educators, and allied health assistants.

The outer fringes of Melbourne in growth corridors where there are new housing developments are also present with some of the issues outlined in this section.

There is a need to address some of the market issues being experienced in regional Victoria. This includes improving the spread of allied health practitioners to improve regional Victorians' access to critical allied health and behavioural support services. The NDS recommends the government explore allied health incentive programs (like medical schemes).

Regional and rural disability services have been critical in ensuring the safety of Victorians with disabilities impacted by the recent floods, bushfires, and heatwaves etc. They have tirelessly worked with emergency services, ensuring the welfare of Victorians with disability, assisting in evacuations, and continued to deliver essential services at time when their business and workforce have also been impacted. Most of this critical emergency work is largely underfunded. Access to some government funds to acknowledge this important contribution is critical – and it will assist them to remain viable.

The recommendations of the DRC and the NDIS review have called for separation of SIL and SDA provision. While this may be desirable to alleviate concerns around conflict of interest, it will create practical problems in rural and regional areas where markets are thin and service provision may only be viable when the two are combined. Governments need to ensure when considering these recommendations, the impact they could have if rigorously applied without the flexibility to adapt to different market conditions.

Conclusion

It is important that the views of people with disability, their representative groups, providers, and government are all considered in this next phase of work in implementing the recommendations of both the DRC and the NDIS Review. This paper has discussed the more important issues that will need to be considered by the Victorian government, in conjunction with the Commonwealth, as the reform process moves ahead.

The disability services sector is ready and willing to take on recommendations to improve the quality and safety of services they deliver for people with disability.

A skilled, capable, diverse, and sustainable provider landscape is a desirable outcome for participants. However, consideration needs to be given to matching the timetabling and resourcing of reforms and the capacity of the sector to respond.

Having the right workforce in place is the foundation to good practice. Many, if not all, of the topics raised as part of both the DRC and the Review, from governance and management practices, supported decision making, through to managing risks and complaints, all depend on the workforce. Reforms and initiatives in these areas, appropriately funded and successfully implemented, can give people with disability

greater choice and control in how they live and work and give support to the providers who support them.

NDS is committed to collaborating with the Victorian government and the disability sector to ensure people with disability have access to the safe, quality and culturally appropriate services they deserve.

Contact

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11 March 2024

Board Of Directors - Chief Executive Officer Report

Submitted By: Jenelle Henry
Position: Chief Executive Officer
Meeting Date: Thursday, 18 April 2024

1. Headway Team

No updates or changes to the staff team.

We had team members attend expos and a conference over the last two months

2. Financials

Colin is on annual leave so these will be out on Tuesday the 16th of April.

Report

3. Incidents/Complaints/Quality & Safeguarding

Plan Management continues to report suspicious or unusual invoices to the fraud department.

Plan Management regularly provides extra information to the fraud fusion taskforce division of the NDIA.

A petition is currently being circulated regarding the future of plan management in the NDIS review (Appendix 6b).

4. General Updates

Wendy and I had the opportunity to attend the DSC Conference held at the end of March. The conference had been brought forward from its original slot in June due to the significant changes announced in early December by both the Disability Royal Commission and the NDIS independent review.

The conference was attended by over 2,000 people involved directly or indirectly in the service system.

As previously discussed, the NDIS review report indicated that Support Coordination and Plan Management would be phased out over the next five years and replaced with a single point of contact called the “Navigator Role”, although still not clear exactly what this role would look like it is being likened to the current Local Area Coordinator role.

The conference attempted to unpack some of the changes with speakers across a broad sector. We heard from Bruce Bonyhady (NDIS Independent Review co-chair), Grace Tame, Rosemary Kayass (Disability Discrimination Commissioner), Sian Leathem (Deputy Commissioner

Board Of Directors - Chief Executive Officer Report

Complaints & Engagement) NDIS Quality and Safeguards Commission. Members of the provider registration task force, the task force consists of Natalie Wade, Hon. Vicki O Halloran, Michael Bororwick and many others.

Bill Shorten didn't appear in person, a live cross was made to his speech in Parliament on foundational supports and NDIS changes.

Learnings from the day that require more consideration

It is certainly clear that all providers will need to undergo some sort of registration process, which is where the task force for provider registration will provide recommendations on what this will look like. The suggestion is it will be proportionate to the risk of tasks being performed. This could be an avenue for Headway, if small or independent providers cannot obtain registration this may mean an opportunity for us to grow our one-on-one services if we have the staff to fill these roles.

As for the big question which is the main consideration in all of this for Headway is what is going to happen with Support Coordination and Plan Management, it seems unlikely any movement will occur in the foreseeable future and most believe that this is something that will take considerable time to unpack lots of robust discussions with persons with disabilities, providers and key stakeholders.

Some takeaways from the conference were that the big issue for the government right now is fraud and catching the fraudsters. Bill Shorten appears to be under significant pressure about the extensive fraud in the NDIA. A significant investment has been made to fund and resource this department. Secondly, the changes to the NDIS quality and safeguarding commission to improve responsiveness and improvements in assessing registration applications. The other big issue for the government now is foundational support and the role of the states and territories in the unpacking of the GST. My initial thoughts are that the above is where the government is currently investing and working, and I don't believe the "Navigator" role is strictly on the agenda in the short term.

Thank you very much for allowing myself and Wendy this opportunity. Please note we arrived home on the Thursday afternoon before Good Friday and I have been on leave and moving house since.

When I return from leave next week, Wendy goes on leave so it will be a few weeks before we have the opportunity to sit together and collect our thoughts on the conference.

Jenelle Henry
Chief Executive Officer

Search filters:

Petition EN5993 – Protect NDIS Plan Management

Petition Status

The petition is currently **open** for signatures



OPEN



CLOSED



PRESENTED



RESPONDED

Petition Reason

The role of plan management is under threat. Plan managers are a legislated role supporting National Disability Insurance Scheme (NDIS) Participants by reducing their administrative burden. Almost 400,000 Participants (62%) choose to use a plan manager to handle the payment of \$19.2b/yr (50%) for their supports. Of that amount, plan managers only receive \$511 mil/yr, but the work they do is priceless. Plan management provides an additional level of independent accountability and visibility for taxpayers' funds for a low fixed fee (<2.0%). This essential financial oversight is subject to registration standards, pricing limits, and audits, with the highest scrutiny of all fund management methods. The NDIS Review recommends the removal of plan management and plan managers. Instead, recommending the introduction of a digital payments platform, and combining multiple support roles into one 'system navigator' role. This decision will directly affect Participants as well as their nominees and carers, forcing them to take on the additional administrative burden and reducing their support, regardless of their choice or capabilities. Plan Management is about so much more than paying the bills. Ironically, even the NDIS Review Final Report says "Plan Managers still have an important role to play in supporting prevention, detection, and response to non-compliance, sharp practice, and fraud."

Petition Request

We therefore ask the House to ensure the legislated role of plan managers continues to remain a choice for Participants. Protect plan managers as a method of accountability for taxpayers' funds, and protect the Participants' choice and control of support.

Signature count: 2826

Closing date for signatures: 17 April 2024 10:59 PM (AEST) **6 days left**

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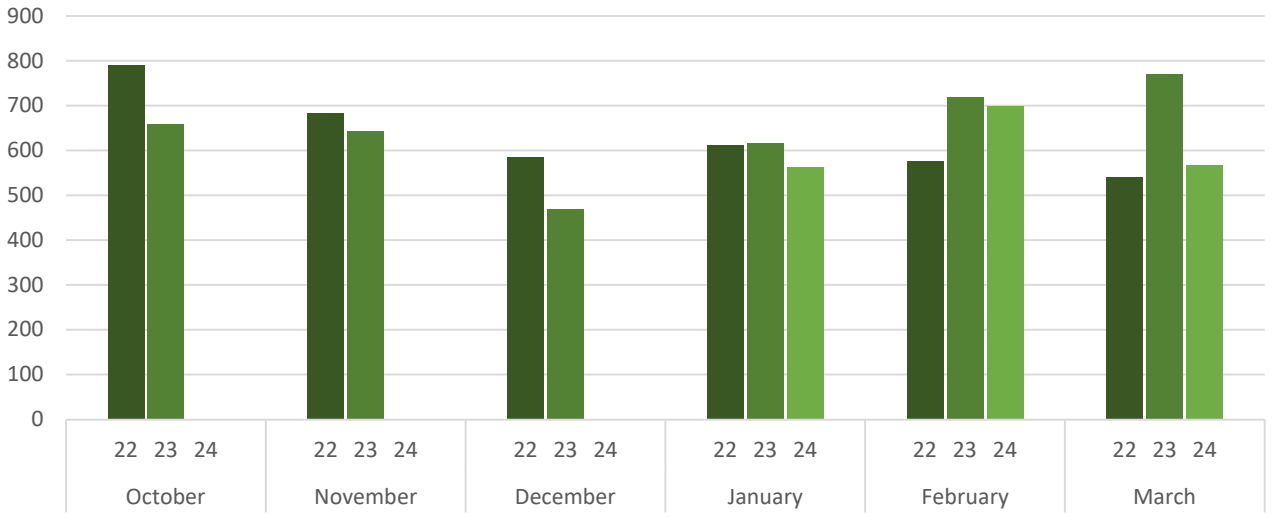




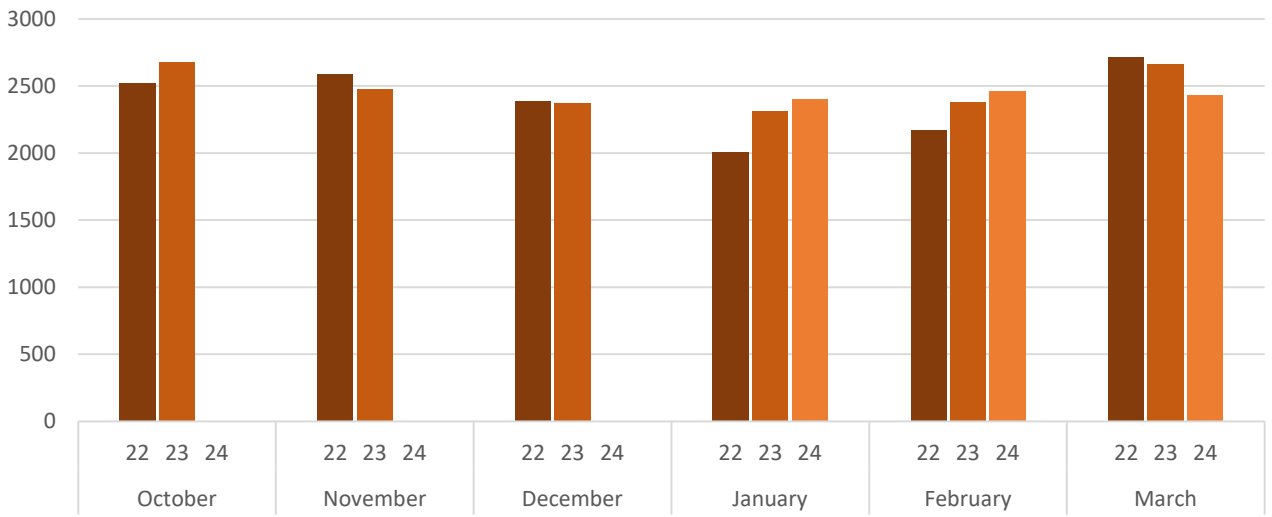
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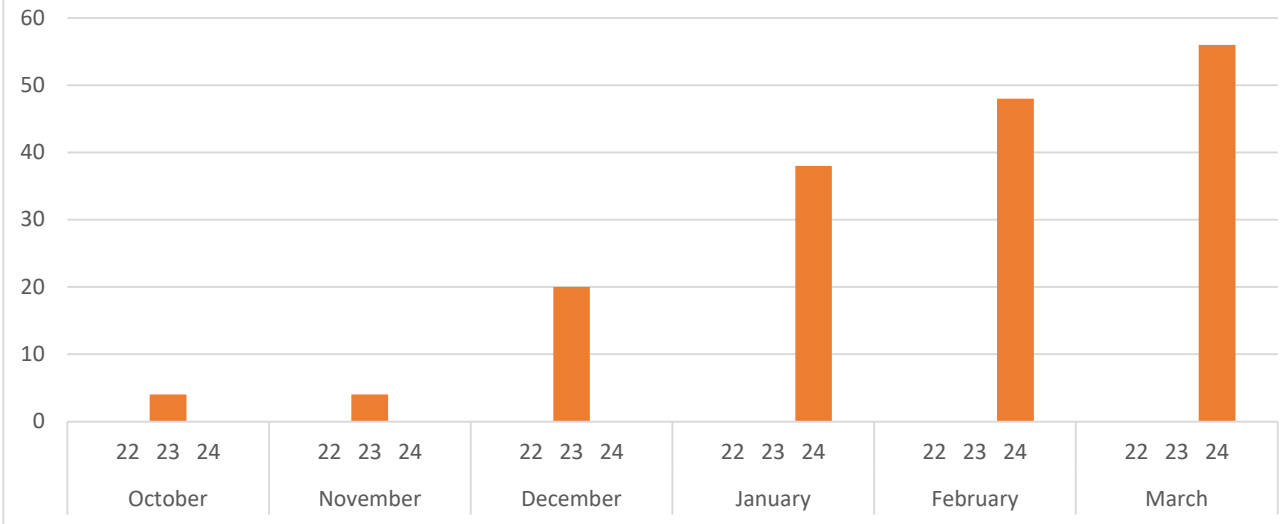
Support Coordination, Hours Year to Date
March 2024



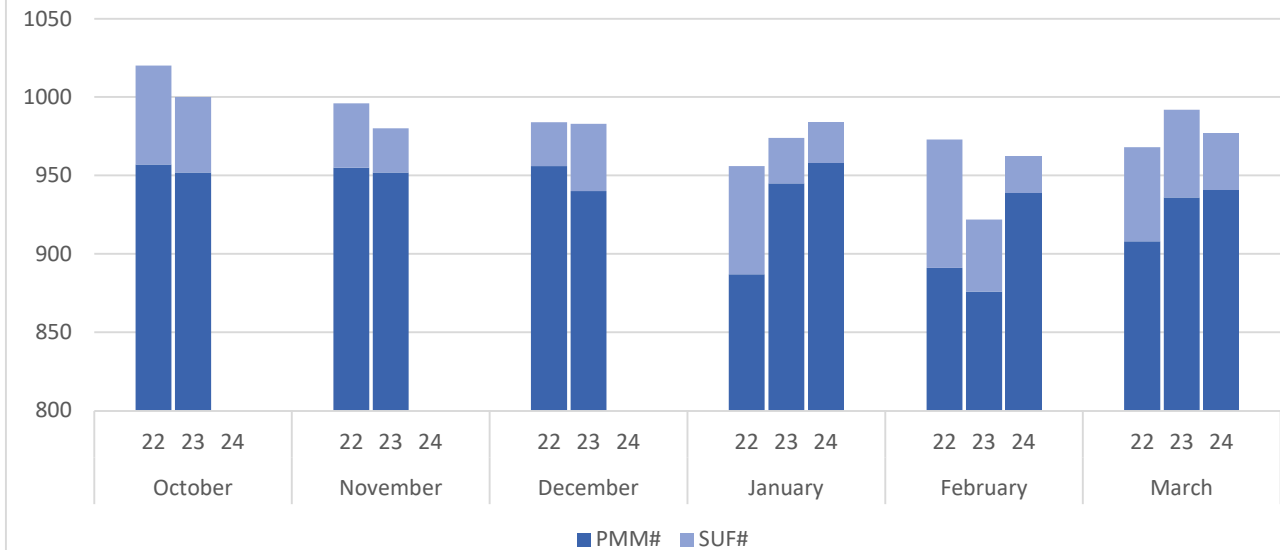
1:1 Hours Year to Date
March 2024



Home Care Hours Year to Date
March 2024



PM Fees Count Year to Date



Balance Sheet

Headway Gippsland Inc

As at 31 January 2024

Account	31 Jan 2024	31 Dec 2023	30 Jun 2022
Assets			
Bank	954,801.57	943,700.38	838,214.07
Current Assets	2,093,475.85	2,105,030.66	1,913,038.47
Fixed Assets	601,618.34	603,003.08	645,653.90
Total Assets	3,649,895.76	3,651,734.12	3,396,906.44
Liabilities			
Current Liabilities	288,198.73	309,622.23	343,430.61
Non-current Liabilities			
Wages Payable - Payroll	0.00	203.91	0.00
Total Non-current Liabilities	0.00	203.91	0.00
Total Liabilities	288,198.73	309,826.14	343,430.61
Net Assets	3,361,697.03	3,341,907.98	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	25,172.93	5,383.88	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	3,361,697.03	3,341,907.98	3,053,475.83

Balance Sheet

Headway Gippsland Inc

As at 29 February 2024

Account	29 Feb 2024	31 Jan 2024	30 Jun 2022
Assets			
Bank	972,688.55	954,801.57	838,214.07
Current Assets	2,022,876.35	2,093,475.85	1,913,038.47
Fixed Assets	600,322.88	601,618.34	645,653.90
Total Assets	3,595,887.78	3,649,895.76	3,396,906.44
Liabilities			
Current Liabilities	213,053.50	288,198.73	343,430.61
Total Liabilities	213,053.50	288,198.73	343,430.61
Net Assets	3,382,834.28	3,361,697.03	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	46,310.18	25,172.93	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	3,382,834.28	3,361,697.03	3,053,475.83

Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 31 January 2024

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
Trading Income							
NDIS Services	327,921.88	328,607.00	-0.21%	2,750,965.67	2,761,049.00	-0.37%	4,752,009.00
Client Services	480.00	624.00	-23.08%	4,965.00	4,368.00	13.67%	7,500.00
Other Funding	0.00	0.00	0.00%	0.00	500.00	-100.00%	500.00
Other Income	450.71	263.00	71.37%	50,032.01	51,628.00	-3.09%	130,250.00
Total Trading Income	328,852.59	329,494.00	-0.19%	2,805,962.68	2,817,545.00	-0.41%	4,890,259.00
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	328,852.59	329,494.00	-0.19%	2,805,962.68	2,817,545.00	-0.41%	4,890,259.00
Operating Expenses							
Accounting/Bookkeeping	1,909.09	2,333.00	-18.17%	15,876.38	16,331.00	-2.78%	28,000.00
Finance Contract	0.00	0.00	0.00%	1,350.00	1,350.00	0.00%	5,000.00
Advertising & Marketing	0.00	166.00	-100.00%	803.33	1,162.00	-30.87%	2,000.00
Auditors	0.00	0.00	0.00%	3,600.00	4,000.00	-10.00%	4,000.00
Bank Fees & Charges	410.02	375.00	9.34%	3,007.57	2,625.00	14.57%	4,500.00
Client Services	207.64	930.00	-77.67%	6,553.13	6,510.00	0.66%	11,400.00
Consultants	220.00	220.00	0.00%	7,705.63	7,970.00	-3.32%	30,000.00
Depreciation	1,384.74	1,500.00	-7.68%	11,090.35	10,500.00	5.62%	18,000.00
Governance Expenses	0.00	623.00	-100.00%	1,386.60	5,161.00	-73.13%	9,500.00
Insurance	1,833.00	1,833.00	0.00%	17,263.26	19,631.00	-12.06%	28,800.00
Legal Services	720.00	3,000.00	-76.00%	720.00	3,000.00	-76.00%	3,000.00
Maintenance Repairs	5,970.75	6,331.00	-5.69%	49,985.27	44,317.00	12.79%	76,000.00
Postage General	218.18	250.00	-12.73%	1,734.56	1,750.00	-0.88%	3,000.00
Printing & Stationery:Printing Stat Office Suppl	227.88	666.00	-65.78%	4,348.80	4,662.00	-6.72%	8,000.00
Rent	7,004.73	6,800.00	3.01%	48,061.31	45,800.00	4.94%	76,300.00
Salary & Wage Overheads	59,971.88	57,936.00	3.51%	513,106.26	511,091.00	0.39%	849,419.00
Salary & Wages	204,378.90	212,742.00	-3.93%	1,865,211.32	1,877,414.00	-0.65%	3,235,226.00
Storage of Documents	71.63	66.00	8.53%	526.05	462.00	13.86%	800.00
Subscriptions/Memberships	1,499.00	0.00	0.00%	1,489.91	4,000.00	-62.75%	4,000.00
Telephone Allowance	352.28	436.00	-19.20%	2,531.34	3,052.00	-17.06%	5,240.00
Telephone	1,502.67	1,864.00	-19.38%	10,388.00	13,048.00	-20.39%	22,400.00
Travel Allowance	20,686.06	22,118.00	-6.47%	164,762.92	162,618.00	1.32%	281,006.00
Utilities	448.83	1,588.00	-71.74%	11,841.76	12,916.00	-8.32%	20,900.00
Vehicle Expenses	46.26	1,099.00	-95.79%	5,735.19	7,693.00	-25.45%	13,200.00
Recovery of unspent 2019/20 'CoS Program'	0.00	0.00	0.00%	33,547.42	34,000.00	-1.33%	34,000.00
Total Operating Expenses	309,063.54	322,876.00	-4.28%	2,782,626.36	2,801,063.00	-0.66%	4,773,691.00
Net Surplus/(Deficit)	19,789.05	6,618.00	199.02%	25,172.93	18,318.00	37.42%	118,404.00

Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 29 February 2024

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
Trading Income							
NDIS Services	374,366.37	374,000.00	0.10%	3,125,332.04	3,135,049.00	-0.31%	4,752,009.00
Client Services	483.00	624.00	-22.60%	5,448.00	4,992.00	9.13%	7,500.00
Other Funding	0.00	0.00	0.00%	0.00	500.00	-100.00%	500.00
Other Income							
Other income:Dividends	0.00	0.00	0.00%	75.00	50.00	50.00%	50.00
Other income:Donations	0.00	63.00	-100.00%	1,880.22	2,241.00	-16.10%	2,500.00
Other income:Interest	448.05	200.00	124.03%	45,215.76	45,900.00	-1.49%	124,000.00
Other income:Memberships	0.00	0.00	0.00%	81.81	200.00	-59.10%	200.00
Wage Subsidy Admin Staff	0.00	0.00	0.00%	2,727.27	3,000.00	-9.09%	3,000.00
Other Income - Community Based Practice Program	0.00	0.00	0.00%	500.00	500.00	0.00%	500.00
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	448.05	263.00	70.36%	52,316.67	53,727.00	-2.62%	132,086.00
Total Trading Income	375,297.42	374,887.00	0.11%	3,183,096.71	3,194,268.00	-0.35%	4,892,095.00
Gross Surplus	375,297.42	374,887.00	0.11%	3,183,096.71	3,194,268.00	-0.35%	4,892,095.00
Operating Expenses							
Accounting/Bookkeeping	2,454.54	2,333.00	5.21%	18,330.92	18,664.00	-1.78%	28,000.00
Finance Contract	0.00	0.00	0.00%	1,350.00	1,350.00	0.00%	5,000.00
Advertising & Marketing	0.00	166.00	-100.00%	803.33	1,328.00	-39.51%	2,000.00
Auditors	0.00	0.00	0.00%	3,600.00	4,000.00	-10.00%	4,000.00
Bank Fees & Charges	415.06	375.00	10.68%	3,422.63	3,000.00	14.09%	4,500.00
Client Services	374.94	930.00	-59.68%	6,928.07	7,440.00	-6.88%	11,400.00
Consultants	250.00	250.00	0.00%	7,955.63	8,220.00	-3.22%	30,000.00
Depreciation	1,295.46	1,500.00	-13.64%	12,385.81	12,000.00	3.22%	18,000.00
Governance Expenses	240.00	623.00	-61.48%	1,626.60	5,784.00	-71.88%	9,500.00
Insurance	1,833.00	1,833.00	0.00%	19,096.26	21,464.00	-11.03%	28,800.00
Legal Services	0.00	0.00	0.00%	720.00	3,000.00	-76.00%	3,000.00
Maintenance Repairs	6,451.04	6,331.00	1.90%	56,436.31	50,648.00	11.43%	76,000.00
Postage General	267.27	250.00	6.91%	2,001.83	2,000.00	0.09%	3,000.00
Printing & Stationery:Printing Stat Office Supplies	368.75	666.00	-44.63%	4,717.55	5,328.00	-11.46%	8,000.00
Rent	6,831.73	6,000.00	13.86%	54,893.04	51,800.00	5.97%	76,300.00
Salary & Wage Overheads	63,205.04	59,936.00	5.45%	576,311.30	571,027.00	0.93%	849,419.00
Salary & Wages	246,238.82	250,242.00	-1.60%	2,111,450.14	2,127,656.00	-0.76%	3,235,226.00
Storage of Documents	76.56	66.00	16.00%	602.61	528.00	14.13%	800.00
Subscriptions/Memberships	0.00	0.00	0.00%	1,489.91	4,000.00	-62.75%	4,000.00
Telephone Allowance	333.82	436.00	-23.44%	2,865.16	3,488.00	-17.86%	5,240.00
Telephone	1,502.67	1,864.00	-19.38%	11,890.67	14,912.00	-20.26%	22,400.00
Travel Allowance	20,537.73	22,118.00	-7.14%	185,300.65	184,736.00	0.31%	281,006.00
Utilities	208.60	1,588.00	-86.86%	12,050.36	14,504.00	-16.92%	20,900.00
Vehicle Expenses	1,275.14	1,099.00	16.03%	7,010.33	8,792.00	-20.26%	13,200.00
Recovery of unspent 2019/20 'CoS Program'	0.00	0.00	0.00%	33,547.42	34,000.00	-1.33%	34,000.00
Total Operating Expenses	354,160.17	358,606.00	-1.24%	3,136,786.53	3,159,669.00	-0.72%	4,773,691.00
Net Surplus/(Deficit)	21,137.25	16,281.00	29.83%	46,310.18	34,599.00	33.85%	118,404.00