

BOARD OF DIRECTORS
Bi-Monthly Meeting
Minutes

Meeting:	<u>Board of Directors</u>	Date:	<u>Thursday, 18 April 2024</u>
Meeting No.:	<u>2/2024</u>	Time:	<u>5.36pm</u>
Chair:	<u>Phil Drummond</u>	Venue:	<u>The Courthouse Restaurant, Warragul</u>

Members In Attendance:

Phil Drummond	Board Director/Chair
Leisa Harper	Board Director/Secretary
Edwin Vandenberg	Board Director
Emma Vandenberg	Board Director

Others In Attendance:

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

Apologies:

Gary Dore	Board Director
Marianne Fontaine	Board Director
Robyn George	Board Director/Treasurer

Agenda No.	Subject
1.	<p>Acknowledgement</p> <p>I acknowledge the traditional custodians of the land we are meeting on today, the Gunnai Kurnai people, and pay my respects to their Elders, past present and emerging.</p>
2.	<p>Appointment Of Positions</p> <p>Time Keeper: Lora Moulton Minute Taker: Lora Moulton</p>

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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, 15 February 2024, be accepted.</p> <p>Appendix 4a</p> <p>Moved: Leisa Harper Seconded: Emma Vandenberg</p>
5.	<p>Matters For Board Discussion & Decision</p> <p><i>Note</i>, the below registers that are typically shared and discussed on screen are currently undergoing formatting reviews and won't be presented in this meeting.</p> <p><u>5.1 Action List Review</u></p> <p>The Action List, was last reviewed during the final meeting of 2023, as it has been under review and not been revisited since then. It has now been reviewed and updated.</p> <p>Appendix 5a</p> <p><u>5.2 Risk Management</u></p> <p>Appendix 5b - Draft of Risk Management Framework document</p> <p>The above document underwent review by the committee before being presented to the Executive team and subsequently shared with the Board. Gary's notes were presented by Edwin during the meeting. Any comments or feedback are welcome in the next week before the committee convenes again.</p>

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	<p><u>5.3 Committee Meeting Schedules</u> Jenelle and Phil recently met with Caitlin from Full Circle HR to address gaps in our performance document policy. Caitlin was tasked with developing additional policies to differentiate executive remuneration from other staff, specifically highlighting that 'executive' refers solely to Jenelle and Wendy, not the entire executive team. One of the identified gaps was the absence of a contract for Jenelle, which requires immediate attention.</p> <p><u>5.4 Strategic Planning</u> Appendix 5c - Proposal for Strategic Planning from Not For Profit Training Meeting is scheduled for 1 May. Jenelle and Phil will soon connect with Jenny from Not For Profit Training to discuss the structure of the upcoming meeting. Key question is - does Headway want to continue? Assuming the answer is yes, should the focus remain on ABI or expand to include broader areas such as disability services (inside or outside disability), accommodation, aged care services, or other considerations? Please reflect on these questions in preparation for the workshop/meeting.</p> <p><u>5.6 Welshpool Property</u> Appendix 5d - correspondence to and from from Ms Shirley Marie Cowling Richard at B D Legal has received a response from Shirley, which seems to be evasive. Discussions ensued regarding our approach and outcomes. A suggestion was made that Jenelle and Phil inspect the property to assess its condition and prevent further misrepresentation. Jenelle suggested she reach out to Shirley to arrange a visit to the property, under the guise of updating our photos, to determine whether pursuing ownership is viable. Further discussion on the possibility of relinquishing our share. Action: Jenelle to contact Shirley to arrange a property visit and confirm key access.</p> <p><u>5.7 NDS Victoria Issues Paper</u> Appendix 5e - NDS Victoria Issues Paper There were no questions from Board members or discussions.</p>

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	<p><u>5.8 Directors Portal</u></p> <p>The updated portal was well received, login details have been provided. We encourage everyone to log in and provide feedback.</p>
<p>6.</p>	<p>CEO Report</p> <p><u>6.1 Report</u></p> <p>Appendix 6a - CEO report</p> <p>Jenelle advised the Board of foreseeable issues with the new Navigator role. Provider registration remains a significant focus due to participant issues. There was notable conflict at the conference attended by Jenelle and Wendy. Our current issues revolve around the future of Plan Management and Support Coordination. More discussion to be had regarding our direction moving forward.</p> <p>Appendix 6b - Petition to Protect NDIS Plan Management</p> <p>Appendix 6c - Brevity reports</p> <p>Motion: That the CEO Report be accepted.</p> <p>Moved: Edwin Vandenberg</p> <p>Seconded: Emma Vandenberg</p>
<p>7.</p>	<p>Financial Report</p> <p>Currently on track with our financial targets, with expenses just under budget. However, it's worth noting that we are not generating the same revenue as in the previous year. Worth noting the lack of increase in Support Coordination and Plan Management fees over the past four years.</p> <p><u>7.1 Balance Sheet</u></p> <p>Appendix 7a - Balance Sheet (collapsed) - January 2024</p> <p>Appendix 7b - Balance Sheet (collapsed) - February 2024</p>

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	<p><u>7.2 Budget vs Actual</u> Appendix 7c - Budget vs Actual (summary) - January 2024 Appendix 7d - Budget vs Actual (summary) - February 2024</p> <p>Motion: That the Financial Report be accepted. Moved: Edwin Vandenberg Seconded: Leisa Harper</p>
8.	<p>Other Business</p> <p><u>Term Deposit</u> Our term deposit is due on 23 April 2024. After discussions, it has been decided to reinvest the full amount, plus an additional amount of \$300,000, at a rate of 4.75% (or better) for 12 months. If 9 months is available at the same interest rate this would be preferable.</p> <p><u>Board Evaluation & Skills Matrix</u> Updated evaluation document to be discussed at next Board meeting. Updated Skills Matrix to be reviewed by Governance committee.</p> <p>Action: Lora to ensure updated Evaluation document is on the agenda for the next meeting. Lora to ensure updated Skills Matrix is available to the Governance committee for their consideration.</p>
9.	<p>Board Correspondence</p> <p>Nil</p>

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Agenda No.	Subject
10.	<p>Next Board Meeting</p> <p>Date: Thursday, 20 June 2024 Time: 5.30pm Venue: Boardroom, Morwell office</p>

Meeting Closed	
Date:	Thursday, 18 April 2024
Time:	6.58pm
Chair:	Phil Drummond
Signature:	
Date signed:	

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



Item No.	Minutes Date	Topic	Due	Who	Action Item	Comments	Status	Status Date
15	24-Aug-23	Constitutional changes		All Board members	Commit to reviewing constitution and further changes.		In Progress	18-Apr-24
32	18-Apr-24				New policies, strategic & business plans, business opportunities - to be further discussed and itemised on this list.		Not Started	18-Apr-24

Not Started
 In Progress
 Completed

1
1
34

Subject Headway Gippsland - Risk Matrix
From <garydore@dcsi.net.au>
To Phil Drummond <phild1807@gmail.com>, Robyn George <Robyn.George@aussie.com.au>, Leisa Harper <lkharper01@gmail.com>, Edwin Vandenberg <e.vandenberg@ttmi.com.au>, Emma Vandenberg <emmavandenberg2290@gmail.com>
Date 2024-06-13 11:17



- Risk Management Framework - Risk Matrix.pdf(~578 KB)

Good morning Board Members,

At our meeting on the 4 June 2024, the Audit & Risk Committee considered the draft Risk Management Framework. One matter that we have not yet determined a position on is the Financial Consequence Ratings detailed in the Risk Matrix.

The current ratings for financial loss are;

Minor - between \$50,000 and \$100,000

Moderate - between \$100,000 and \$250,000

Major - between \$250,000 and 500,000

Catastrophic - exceeding \$500,000

Are the financial ratings suitable for Headway? Are the figures too low or too high for the consequence rating?

I propose that we discuss at our next meeting and have provided this information to enable you to give it some thought prior to the meeting.

Attached for your information is the consequence rating table from the Risk Management Framework.

Regards

Gary

Headway Gippsland - Strategic Plan 2024-2027

Vision:

Mission:

Strategic themes	Areas of Focus (how we will get there)	SMART Goals	Year			Owner	Cost	Operational actions include	
			2024-25	2024-25	2026-27				
1. Our Participants All Gippsland community members have access to an innovative range of person-centred services.	1.1 Headway Gippsland is recognised as the leading specialist ABI provider in Gippsland	1.1.1 Establish Net Promotor Score baseline with clients and carers by December 2024 and measure annually							
		1.1.2 ????							
	1.2 Services are expanded and innovated in response to system changes and emerging needs	1.2.1 Undertake stakeholder mapping by December 2024 to understand and identify the needs and opportunities for service provision							HCC: increase In age of population, disability / age care connection, resurgence in social awareness (17-29 year olds), Brevity (CRM) Support, artificial intelligence local smart homes with technology that promotes accessibility
			1.2.2 Develop business plan for new service by February 2025						
			1.2.3						
	1.3 ???		1.3.1						
			1.3.2						

Strategic themes	Areas of Focus (how we will get there)	SMART Goals	Year			Owner	Cost	Operational actions include
			2024-25	2024-25	2026-27			
2. Our People Our people are valued and acknowledged for the skills, knowledge and quality service they deliver.	2.1 Our average staff retention increases to XX years	2.1.1 Staff and volunteers undertake diversity and inclusion training biennially						
		2.1.2 Our diversity framework is refreshed to include disability and aged care by Dec 2025						
		2.1.3 Staff members are celebrated for their skills and knowledge quarterly on HG socials and news						
	2.2 The culture of Headway Gippsland is recognised as being values based.	2.2.1 Establish measures for workforce satisfaction by July 2024						
		2.2.2 Workforce plan is developed and implemented in consultation with staff by December 2025						Staff training to increase ability to deal with change and uncertainty
		2.2.3 Create workforce policies that support life balance by December 2025						
		2.2.4 Staff and Board confidence and pride is measured and improves each year of plan						Reset tone of commentary to deal with change

Strategic themes	Areas of Focus (how we will get there)	SMART Goals	Year			Owner	Cost	Operational actions include
			2024-25	2024-25	2026-27			
3. Our Sustainability Our effective governance, planning and management attracts ongoing and diverse revenue streams.	3.1 XX % Year on year increase revenue from alternative funding streams	3.1.1 Undertake detailed exploration of business opportunities for decision by December 2024						Explore the opportunity to establish a Social Enterprise. Increase annual donation levels
		3.1.2 Develop funding plan for the period of the current strategy by March 2025						Develop ideas for use of discretionary funding. Ensure maintenance of reserve
		3.1.3 New revenue stream/s delivering \$100k per annum by March 2027						
	3.2 HG Risk Management Framework is actively utilised in decision-making	3.3.1 Review the current Risk Management Framework by December 2024						ensure that it is current and includes strategic risks. Engage in discussions to determine a commonly agreed and understood risk appetite to inform risk assessments and guide strategy.
		3.3.2 Board set their risk appetite statement annually at strategic review session						
		3.3.3 Amend the constitution to enable the Vision, Mission and Plan by October 2024						Purposes 1 and 6 to be reviewed as well as order of purposes reconfigured. 1 is too broad, 6 needs a broadening of scope to people.
		3.4.1 Develop annual statement on target level of reserve prior to development of budget						

Strategic themes	Areas of Focus (how we will get there)	SMART Goals	Year			Owner	Cost	Operational actions include
			2024-25	2024-25	2026-27			
		3.4.2 Establish and maintain cash reserve equal to X months of trading						
	3.3 Continuous improvement of organisational oversight	3.4.3 Board succession and development plan is established and evaluated by July annually.						A Board skills matrix is developed and used to identify existing or emerging gaps in the Board profile.. Explore strategies for Board, Chair and Director evaluations. Identify professional development opportunities for the Board and individual members and pursue. Develop a Board recruitment strategy and member on-boarding process
		3.4.4 Develop dashboard reporting for financials and performance against the strategic plan for efficiency and clarity by September 2024						Define reserve level and monitor financial performance against this,

Strategic themes	Areas of Focus (how we will get there)	SMART Goals	Year			Owner	Cost	Operational actions include
			2024-25	2024-25	2026-27			
4. Our Community connectedness Our community is empowered to proactively contribute to improving the wellbeing of people with a disability and older citizens.	4.1 HG influences policy development across the three levels of government	4.1.1 Develop an advocacy plan by June 2026						
		4.1.2 Ongoing scanning of policy announcements to keep HG team well informed and proactively identifying opportunities						
	4.2 Communication strategy is developed by June 2025 that provides a proactive approach to engaging with participants and the wider community	4.2.1 By March 2025 develop a communication strategy to engage with stakeholders and the wider community						Messaging: always there for Gippsland, Our reputation in ABI, longevity of staff in industry, Focussing on what matters for the community of Gippsland
		4.2.2 Identify a high-profile spokesperson for HG and ABI by June 2026						
		4.2.3 Upgrade Search Engine Optimisation (SEO) the website and social media by September 2024						Maintain SEO over life of the plan
		4.2.4 Increase engagement by 65% of 2024 level using digital platforms including social media by June 2027						X number of releases to socials and media per annum,
	4.3 Community	4.3.1 Active partnership scanning reported biannually						

Strategic themes	Areas of Focus (how we will get there)	SMART Goals	Year			Owner	Cost	Operational actions include
			2024-25	2024-25	2026-27			
	4.3 Community engagement reflects our leadership in Gippsland	4.3.2 Increase community awareness and engagement by 25% through programs and communciations						

Lora Moulton

From: Jenelle Henry
Sent: Wednesday, 29 May 2024 10:52 AM
To: Lora Moulton
Subject: FW: Welshpool

Jenelle Henry
CEO
Headway Gippsland

16 Sinclair Street | Drouin
PH 5127 7166 / 5625 5220 TF 1800 452 452

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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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From: Phil Drummond <phild1807@gmail.com>
Sent: Monday, May 27, 2024 11:16 AM
To: Jenelle Henry <j.henry@headwaygippsland.org.au>
Subject: Welshpool

I thought I would share my thoughts in relation to the Welshpool property as I have now mulled it over a bit and come to a conclusion.

I believe that the current situation is untenable because of the risks it poses to Headway from a reputational perspective and the regulatory perspective.

Reputation

The risk to our reputation involves letting the property to people with disabilities and the general public as a landlord. The property is poorly maintained, has had modifications made to it which, whilst intended to make the property suitable for wheelchair access, in fact appear to compromise that access in other unintended ways. This, I assume, has occurred due to the fact that no thought has been given to the overall design and function of the property as part of these works. Specifically, I am talking about the shower being made wheelchair accessible resulting in the vanity in the same bathroom being inaccessible, even to able bodied people and a bedroom being rendered unusable for other than storage. It has also resulted in the hall being widened resulting in the size of the other bedrooms being reduced and accessibility to beds for those in wheelchairs being compromised.

The kitchen is a standard kitchen layout for the building of this style and era and has had no adaptation to provide access to the cooktop or sink providing wheelchair access.

The clutter, lack of cleanliness and general presentation of the property is of concern to me in that it presents a "down market" or "rough and ready" look and feel to Headway which is not an image I think is appropriate for us.

Regulatory

The concerns I have in this regard relate to the quality of the works that have been completed and its compliance with regulatory requirements. There might also be legitimate concerns as to the structural integrity of some of this work as evidenced by us on our recent visit when we noticed the hallway floor appeared to be missing some structural elements under the patchwork carpet where it appeared the wall was previously located.

I am also specifically concerned about the water proofing work undertaken in the new shower area and whether this has been completed in a professional manner ensuring that internal walls are not compromised by seepage from the shower recess.

It appears, based on Shirley's most recent email, that she has an expectation that we will be advertising the property's availability in the near future. I don't believe we can do that whilst she has effective control of the property, its use, its maintenance and its general state of repair.

It is my view that we should transfer the property back to Shirley unless she agrees to unconditionally sell/transfer her balance of the property to Headway. Only then will Headway be in a position to fully assess the risks associated with this property and then decide whether to sell it or fix it to a standard acceptable to us.

We have both seen a brand new "built for purpose", disabled accessible property in Welshpool for somewhere between \$500k - \$550k. It is reasonable to assume that for, not much more than \$600k, by the time it is furnished, etc. this property could be an ideal for Headway, if a decision is made to pursue accommodation for the disabled in some form or other as part of our ongoing portfolio.

I am happy for this email to be an attachment to the next agenda if you think that is a good idea.

Do your thoughts differ in any significant way?

Regards,

Phil

Headway Gippsland Inc
Profit Loss Budget Document
2024/25
Second Draft

	Actual	2023/24	2024/25	ADMIN	PLAN	S/COORD	NDIS	SSG
	To Feb 24	Budget	Budget					
INCOME								
3NDIS Packages								
NDIS Plan Man Fees	883,215	\$1,180,703	\$1,227,079		\$1,227,079			
NDIS Plan Management Set Up Fee	80,775	\$105,952	\$111,528		\$111,528			
NDIS Packages Income	1,915,881	\$2,592,490	\$2,795,042				\$2,795,042	
NDIS SSG Income	96,686	\$127,710	\$108,000					\$108,000
NDIS Support Co_Ord Fee	501,217	\$728,018	\$676,946			\$676,946		
Home Care Income	7,778	\$17,136	\$30,240				\$30,240	
Total 3NDIS Packages	\$3,485,552	\$4,752,009	\$4,948,835					
Client Contributions								
Client Contributions Latrobe	2,028	\$1,500	\$3,200					\$3,200
Client Contributions Trafalgar	1,601	\$2,500	\$2,500					\$2,500
Client Contributions Warragul	660	\$1,500	\$0					\$0
Client Contributions Wonthaggi	1,592	\$1,800	\$2,000					\$2,000
Sponsorships/Fundraising	0	\$200	\$200	\$200				
Total Client Contributions	5,881	\$7,500	\$7,900					
Other Funding								
Welshpool House Income	0	\$500	\$500				\$500	
Communiy Based Practice Program	500	\$500	\$0	\$0				
Grants Traineeships	2,727	\$3,000	\$0	\$0				
Total Other Funding	3,227	4,000	500					
Other income								
Dividends	75	\$50	\$75	\$75				
Donations	1,880	\$2,500	\$2,500	\$2,500				
Interest	45,637	\$124,000	\$126,000	\$126,000				
Memberships	82	\$200	\$200	\$200				
Profit on Sale of Equipment	1,836	\$1,836	\$0	\$0				
Total Other income	49,510	128,586	128,775					
Total Income	3,544,170	\$4,892,095	\$5,086,010	\$128,975	\$1,338,607	\$676,946	\$2,825,782	\$115,700

Headway Gippsland Inc
Profit Loss Budget Document

2024/25

Second Draft

	Actual	2023/24	2024/25	ADMIN	PLAN	S/COORD	NDIS	SSG
	To Feb 24	Budget	Budget					
EXPENSES								
Administration								
Accounting/Bookkeeping	20,622	\$28,000	\$30,000	\$15,000	\$15,000			
Accounting Finance Contract	1,350	\$5,000	\$5,000	\$5,000				
Advertising General	763	\$2,000	\$2,000	\$2,000				
Advertising Marketing & Coms	40	\$0	\$5,000	\$5,000				
ABI Specialised Network Support			\$10,000	\$10,000				
Auditors Financial	3,600	\$4,000	\$4,000	\$4,000				
Bank Fees & Charges	3,845	\$4,500	\$4,500	\$4,500				
Consultants								
HR & IR Contract	3,205	\$20,000	\$12,000	\$12,000				
Quality Audit Consultant	5,000	\$10,000	\$8,000	\$8,000				
Total Consultants	\$8,205	\$30,000	\$20,000					
Governance Expenses								
AGM Expenses	776	\$2,000	\$1,000	\$1,000				
Board Meetings Expense/Catering	850	\$2,000	\$2,000	\$2,000				
Catering Other Meetings etc		\$500	\$500	\$500				
Governance Training		\$5,000	\$5,000	\$5,000				
Total Governance Expenses	\$1,626	\$9,500	\$8,500					
Insurance								
Insurance Prof Ideminity etc	16,497	\$22,000	\$24,000	\$24,000				
Insurance Drouin	2,139	\$2,000	\$2,500		\$1,250	\$250	\$750	\$250
Insurance Morwell	505	\$3,000	\$1,500			\$1,500		
Insurance Newborough	3,188		\$2,000			\$2,000		
Insurance Trafalgar	252	\$300	\$300			\$300		
Insurance Welshpool	-1,652	\$1,500	\$1,500				\$1,500	
Total Insurance	\$20,929	\$28,800	\$31,800					
Legal Fees	720	\$3,000	\$3,000	\$3,000				
Postage Moe	2,438	\$3,000	\$3,000	\$3,000				

Headway Gippsland Inc
Profit Loss Budget Document

2024/25

Second Draft

	Actual	2023/24	2024/25	ADMIN	PLAN	S/COORD	NDIS	SSG
	To Feb 24	Budget	Budget					
Printing & Stationery	5,518	\$8,000	\$8,000	\$8,000				
Storage of Documents	677	\$800	\$800	\$800				
Subscriptions/Memberships	1,489	\$4,000	\$7,500	\$7,500				
Client Services								
Accommodation Welshpool		\$200	\$200				\$200	
Activities LV SSG	2,310	\$3,200	\$3,200					\$3,200
Activities Trafalgar SSG	1,707	\$2,000	\$2,400					\$2,400
Activities Warragul SSG	1,528	\$2,000	\$0					\$0
Activities Wonthaggi SSG	2,200	\$3,500	\$3,500					\$3,500
Client Services NDIS Packages	391	\$500	\$500				\$500	
Total Client Services	\$8,136	\$11,400	\$9,800					
Maintenance Repairs								
Maint Computer Software/Website	46,150	\$60,000	\$62,000	\$62,000				
Maint Service Office Equip	176	\$1,000	\$1,000	\$1,000				
Maint Service Minor Office Equip		\$500	\$0	\$0				
Maint Drouin Office	10,809	\$6,000	\$6,000		\$3,000	\$600	\$1,800	\$600
Maint Morwell Office Repairs/Clean	3,325	\$3,000	\$4,200		\$1,890	\$1,890	\$0	\$420
Maint Newborough Office	2,596	\$5,000	\$5,000			\$5,000		
Maint Trafalgar Office		\$500	\$500	\$500				
Maint Welshpool House		\$0	\$500	\$500				
Total Maintenance Repairs	\$63,056	\$76,000	\$79,200					
Rent								
Rent Drouin Office	22,483	\$27,000	\$30,000		\$15,000	\$3,000	\$9,000	\$3,000
Rent LV SSG		\$1,000	\$1,000					\$1,000
Rent Morwell	36,282	\$45,000	\$50,000		\$22,500	\$22,500	\$0	\$5,000
Rent Trafalgar Office	550	\$500	\$500	\$500				
Rent Warragul SSG	1,100	\$1,200	\$0					\$0
Rent Wonthaggi SSG	1,126	\$1,600	\$1,600					\$1,600
Total Rent	\$61,541	\$76,300	\$83,100					

Headway Gippsland Inc
Profit Loss Budget Document

2024/25

Second Draft

	Actual	2023/24	2024/25						
	To Feb 24	Budget	Budget	ADMIN	PLAN	S/COORD	NDIS	SSG	
Salaries Wages & Overheads									
Salary and Wages.									
Salaries & Wages Admin	1,071,100	\$1,450,621	\$1,543,630	\$571,494	\$325,778	\$498,063	\$146,060	\$2,235	
Salaries & Wages Admin(on Call \$150)			\$7,800	\$7,800					
Salaries & Wages Admin(on Call \$100)			\$3,900	\$3,900					
Salaries & Wages NDIS	1,222,485	\$1,659,568	\$1,761,382				\$1,761,382		
Salaries & Wages SSG	70,264	\$114,957	\$86,607					\$86,607	
Salaries & Wages Homecare	4,329	\$10,080	\$21,600				\$21,600		
Annual leave	130,140	\$153,530	\$161,887	\$52,613	\$32,377	\$48,566	\$17,808	\$10,523	
Annual leave extra on call		\$20,000	\$20,000	\$20,000					
Personal leave	30,033	\$40,052	\$37,316	\$12,128	\$7,463	\$11,195	\$4,105	\$2,426	
Long Service Leave	23,098	\$53,015	\$53,816	\$10,225	\$6,458	\$9,687	\$25,293	\$2,153	
Redundancy	26,227	\$26,239	\$0	\$0					
Staff Amenities	10,301	\$15,000	\$15,000	\$2,850	\$1,800	\$2,700	\$7,050	\$600	
Staff Recruitment	5,705	\$5,000	\$3,000	\$570	\$360	\$540	\$1,410	\$120	
Staff Training Meetings & Wages	15,358	\$20,000	\$20,000	\$3,800	\$2,400	\$3,600	\$9,400	\$800	
Staff Conferences	6,758	\$5,000	\$8,000	\$8,000					
Staff EAP	4,650	\$6,000	\$5,000	\$5,000					
Superannuation	276,145	\$379,894	\$412,945	\$82,589	\$49,553	\$74,330	\$189,955	\$16,518	
Workcover Premium	102,513	\$123,689	\$126,919	\$24,115	\$15,230	\$22,845	\$59,652	\$5,077	
Sleep Over Allowances NDIS	400	\$2,000	\$2,000				\$2,000		
Total Salaries & Wages Overheads	\$2,999,506	\$4,084,645	\$4,290,802						
Telephone Allowances									
Telephone Allow Admin	3,009	\$5,000	\$5,000	\$5,000					
Telephone Allow Worth SS	190	\$240	\$240					\$240	
Total Telephone Allowances	\$3,199	\$5,240	\$5,240						
Telephone Costs									
Telephone Office Drouin	2,920	\$3,500	\$4,000		\$2,000	\$400	\$1,200	\$400	
Telephone Office Morwell	9,760	\$17,000	\$14,000		\$6,300	\$6,300	\$0	\$1,400	
Telephone Office Newborough	120	\$1,400	\$1,400			\$1,400			
Telephone Office Trafalgar	593	\$500	\$500	\$500					
Total Telephone	\$13,393	\$22,400	\$19,900						

Headway Gippsland Inc
Profit Loss Budget Document

2024/25

Second Draft

	Actual	2023/24	2024/25	ADMIN	PLAN	S/COORD	NDIS	SSG
	To Feb 24	Budget	Budget					
Travel Allowance								
Travel Admin plus Vehicle Allowance	53,080	\$78,000	\$72,000	\$20,880	\$7,920	\$38,160	\$3,600	\$1,440
Travel Allow LV SSG	151,987	\$100	\$100					\$100
Travel Allow Traf SSG		\$100	\$100					\$100
Travel Allow Warragul SSG		\$100	\$100					\$100
Travel Allow Wonthaggi SSG		\$100	\$100					\$100
Travel Allow NDIS		\$202,606	\$206,658				\$206,658	
Total Travel Allowance	\$205,067	\$281,006	\$279,058					
Utilities Costs								
Drouin Council Rates	895	\$1,200	\$1,200		\$600	\$120	\$360	\$120
Drouin Electricity	1,325	\$1,400	\$1,600		\$800	\$160	\$480	\$160
Drouin Gas	1,023	\$1,000	\$1,600		\$800	\$160	\$480	\$160
Drouin Rates-Water	1,509	\$1,000	\$1,200		\$600	\$120	\$360	\$120
Rates Council Morwell	1,155	\$5,000	\$5,000		\$2,250	\$2,250	\$0	\$500
Electricity Morwell	3,378	\$5,000	\$4,000		\$1,800	\$1,800	\$0	\$400
Rates - Water Morwell	0	\$1,500	\$1,500		\$675	\$675	\$0	\$150
Rates - Council Newborough	901	\$500	\$1,000			\$1,000		
Electricity Newborough	885	\$1,000	\$1,200			\$1,200		
Rates - Welshpool House	1,821	\$1,800	\$1,800			\$1,800		
Rates - Water Newborough	712	\$1,500	\$1,500			\$1,500		
Total Utilities	\$13,604	\$20,900	\$21,600					
Motor Vehicle								
MV Fuel (5)	976	\$2,500	\$1,500	\$300	\$150	\$1,050	\$0	\$0
MV Rego Ins (5)	3,179	\$4,600	\$3,400	\$680	\$340	\$2,380	\$0	\$0
MV Rego Reg (5)	1,219	\$1,600	\$2,000	\$400	\$200	\$1,400	\$0	\$0
MV Repairs (5)	2,102	\$4,500	\$2,500	\$500	\$250	\$1,750	\$0	\$0
Total Motor Vehicle	\$7,476	\$13,200	\$9,400					
COS Program Recovery	\$33,547	\$34,000						
Depreciation	13,770	\$18,000	\$20,000	\$20,000				
Total Expense	\$3,494,117	\$4,773,691	\$4,961,201	\$1,038,144	\$524,745	\$772,191	\$2,472,603	\$153,517

**Headway Gippsland Inc
Profit Loss Budget Document**

2024/25

Second Draft

		Actual	2023/24	2024/25					
		To Feb 24	Budget	Budget	ADMIN	PLAN	S/COORD	NDIS	SSG
		\$50,053	\$118,404	\$124,810	-\$909,169	\$813,861	-\$95,245	\$353,180	-\$37,817
					\$124,810				
DROUIN DISTRIBUTION	various			100.0%		50.0%	10.0%	30.0%	10.0%
NEWBOROUGH OFFICE	SC			100.0%			100.0%		
MORWELL OFFICE	various			100.0%		45.0%	45.0%		10.0%
ANNUAL AND PERSONAL	as per FT, PT staff			100.0%	32.5%	20.0%	30.0%	11.0%	6.5%
LSL	all staff			100.0%	19.0%	12.0%	18.0%	47.0%	4.0%
SUPERANNUATION	all staff			100.0%	20.0%	12.0%	18.0%	46.0%	4.0%
VEH ALLOW	4 admin staff			100.0%	29.0%	11.0%	53.0%	5.0%	2.0%
VEHICLES 5 VEHICLES	users			100.0%	20.0%	10.0%	70.0%		

HEADWAY GIPPSLAND BUDGET 2024/25

Income						Expenses				
TYPE	UNITS	RATE	MONTHS	TOTAL INCOME	UNITS	TYPE	RATE	PAYROLL		
Existing Clients	f/n	1230.35	F/N	\$79.06	26.00	\$2,529,190	31,989	Wages	\$54.44	\$1,741,551
inc	2%	24.61		\$79.06	26.00	\$50,584	640	Wages	\$54.44	\$34,831
								Wages P/T		\$130,000
new budget	Total					\$2,579,773	32,629	Casual		\$1,646,382
Travel	26 f/n	8117.24		\$1.00	26.00	\$211,048	211048.12	Travel	0.96	\$202,606
Inc	2%	162.34		\$1.00	26.00	\$4,221	4220.96	Travel	0.96	\$4,052
	Total	8279.58				\$215,269	215,269			\$206,658
TOTAL PERSONAL SERVICES						\$2,795,042				
Home Care	26 f/n	60.00		\$56.00	9.00	\$30,240	540	Wages	\$40.00	\$21,600
		0.00		\$0.00	9.00	\$0	0	Wages	\$40.00	\$0
TOTAL HOME CARE						\$30,240				\$21,600
Plan Management Fees	12 months	969.00		\$104.45	12.00	\$1,214,545	NDIS DIRECT INCOME			\$1,944,157
	Increase	10.00		\$104.45	12.00	\$12,534				
	Total					\$1,227,079				
Plan Management Setups	12 months	40.00		\$232.35	12.00	\$111,528				
	Increase	0.00		\$232.35	0.00	\$0				
	Total	40.00				\$111,528				
average ndis \$32.34 and TAC \$20.63 and 28.24										
SSG	26 f/n	300.00		\$30.00	12.00	\$108,000				
	Increase	0.00		\$32.34	0.00	\$0				
	Total	300.00				\$108,000				
Support Co-Ordination	26 f/n	260.00		\$100.14	26.00	\$676,946	731891			
	Total	260				\$676,946	869112			
NDIS INCOME						\$4,918,595				

NDIS INCOME CALCULATION BASED ON 23/24				
	23/24 Actual	17 f/n	9 f/n to go	23/24 Estimate
Proda Claims Xero Hours	\$20,916.00		11073	31,989
Payroll Claimed from P and L	\$1,728,090		914871	2,642,961
less travel	\$137,993	1.00	73055	211,048
Labour component	\$1,590,097			\$2,431,913
			NDIS Inc 4%	#VALUE!
	AVERAGE PER HOI	\$76.02	\$3.04	\$79.06
2022/23	255560.87	\$235,116.00		\$0.92
2023/24	239583.33	\$230,000.00		\$0.96

NDIS EXPENSE CALCULATION BASED ON 23/24				
	23/24 Actual	17 9 f/n to go	23/24 Estimate	
Proda Hours Paid	\$20,916.00	11073	31,989	7675
wages paid Xero	\$1,094,910.00	579658	1,674,568	646167
			31,989	55711
			1674568.24	590456
				76.932378
	AVERAGE PER HOUR	\$52.35	\$2.09	\$54.44

Membership

2023/24

Current Members

1. Debra O'Keefe
2. Edwin Vandenberg
3. Emma Vandenberg
4. Leisa Harper
5. Phil Drummond
6. Shirley Cowling
7. Wendy Matthews

Life Members

- Marian Adams (deceased)
- Norma Buckton
- Peter Clement
- Thelma Kingwell

Board Of Directors - Chief Executive Officer Report

Submitted By: Jenelle Henry
Position: Chief Executive Officer
Meeting Date: Thursday, 27 June 2024

1. Headway Team

Having just reported on the team's stability we have had a resignation from our Marketing guru, Rhiannon, she leaves a hole in some of our operations. We have left the door ajar hoping she might reconsider her decision. Rhiannon has been working on developing all our internal training. (new induction for all Lifeskills Officers just completed and rolled out, and had just finished developing Stoma training). As well as the following:

- Marketing campaigns
- Website, including portals (staff and Board)
- Expos
- Social media
- Newsletters

These are just some of the tasks that will need to be covered either by other team members, a replacement or subcontracted.

2. Financials

See appendices, Phil/Robyn may have further commentary:

- Profit & Loss (April /May)
- Balance Sheet
- Draft Budget for 2024/25, previously sent to the Audit & Risk Subcommittee

The draft budget for 2024/25 is very much a draft, we don't at this stage have the NDIS pricing and therefore some assumptions have been made. We have reflected a wage increase of 4% and a shift in service price of 4%, except for Plan Management and Support Coordination. These rates haven't shifted for four years so we have assumed for this report that they will stay the same.

We have included:

- Additional funding in for some work in the ABI space.
- Only minimal increases in the 1:1 and Plan Management
- Little to no increase in Support Coordination participant numbers.

We are aware now that the award will shift by 3.75%.

Board Of Directors - Chief Executive Officer Report

3. Incidents/Complaints/Quality & Safeguarding

Workcover claim for 2021 has now progressed to a serious injury claim (for DB), I have briefed our Board Of Directors Chairperson.

We had an incident occur on Friday the 14th June. A staff member (Lifeskills Officer) fell over in the community on uneven ground and now has a broken wrist:

- Incident report completed
- Workcover claim completed
- Payroll information completed
- Incident report sent to Allianz
- Time off work is expected to be 6 to 8 weeks
- Internal Incident review underway

4. General Updates

Our Executive meeting held further discussion around the skill sets of staff already employed at Headway, to discuss what skills and experience we have and how these could be utilised moving forward.

We also spent time discussing the opportunities that the building at 11 Catherine Street, Morwell might present.

Ideas and thought bubbles below:

- Discussion around ideas for further opportunities preceding the recent planning night
- Headway Hooners
 - Transport service for aged care and disability care
 - We have a pool of vehicles we could utilise
- Headway Helpers
 - Domestic assistance for aged care and disability care
- Headway Hipsters
 - Holding discos, social nights, exercise classes, art classes in the new building
- Headway Hounds
 - Making and selling dog treats
 - We don't think any type of licenses are required, further investigation needed (no laughing, I didn't put the café on the list)

Each member of the Executive team has areas allocated to them for further investigation and we look forward to adding these to the strategic plan.

Board Of Directors - Chief Executive Officer Report

Wendy and I attended a home care conference on the 30th and 31st of May. We are progressing through ideas from the conference. It was interesting to learn that the biggest increase for aged care is care in the home, as compared to residential aged care.

Warm regards

Jenelle Henry
Chief Executive Officer

Balance Sheet

Headway Gippsland Inc

As at 31 May 2024

Account	31 May 2024	30 Apr 2024	30 June 2022
Assets			
Bank	710,444.36	1,052,848.99	838,214.07
Current Assets	2,417,305.55	2,193,272.30	1,913,038.47
Fixed Assets	598,938.15	598,938.15	645,653.90
Total Assets	3,726,688.06	3,845,059.44	3,396,906.44
Liabilities			
Current Liabilities	270,414.07	390,474.60	343,430.61
Total Liabilities	270,414.07	390,474.60	343,430.61
Net Assets	3,456,273.99	3,454,584.84	3,053,475.83
Equity			
Contributed Equity:Distribution of capital profits	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	119,749.89	118,060.74	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	3,456,273.99	3,454,584.84	3,053,475.83

Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 30 April 2024

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
Trading Income							
NDIS Services	360,850.28	368,500.00	-2.08%	3,845,576.92	3,871,549.00	-0.67%	4,752,009.00
Client Services	707.00	624.00	13.30%	6,898.95	6,240.00	10.56%	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	2,367.00	-20.57%	2,500.00
Other income:Interest	77,729.95	77,500.00	0.30%	123,366.99	123,600.00	-0.19%	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	77,729.95	77,563.00	0.22%	130,467.90	131,553.00	-0.82%	132,086.00
Total Trading Income	439,287.23	446,687.00	-1.66%	3,982,943.77	4,009,842.00	-0.67%	4,892,095.00
Gross Surplus	439,287.23	446,687.00	-1.66%	3,982,943.77	4,009,842.00	-0.67%	4,892,095.00

Operating Expenses

Accounting/Bookkeeping	2,290.90	2,333.00	-1.80%	22,912.72	23,330.00	-1.79%	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	1,660.00	-51.61%	2,000.00

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
Auditors	0.00	0.00	0.00%	3,600.00	4,000.00	-10.00%	4,000.00
Bank Fees & Charges	405.41	375.00	8.11%	4,251.30	3,750.00	13.37%	4,500.00
Client Services	739.34	930.00	-20.50%	8,979.49	9,300.00	-3.45%	11,400.00
Consultants	409.38	300.00	36.46%	8,615.01	8,820.00	-2.32%	30,000.00
Depreciation	0.00	1,500.00	-100.00%	13,770.54	15,000.00	-8.20%	18,000.00
Governance Expenses	351.45	1,823.00	-80.72%	1,978.05	8,230.00	-75.97%	9,500.00
Insurance	1,833.00	1,833.00	0.00%	22,762.26	25,130.00	-9.42%	28,800.00
Legal Services	0.00	0.00	0.00%	720.00	3,000.00	-76.00%	3,000.00
Maintenance Repairs	9,314.87	6,331.00	47.13%	72,371.57	63,310.00	14.31%	76,000.00
Postage General	164.45	250.00	-34.22%	2,602.64	2,500.00	4.11%	3,000.00
Printing & Stationery:Printing Stat Office Supplies	335.77	666.00	-49.58%	5,853.92	6,660.00	-12.10%	8,000.00
Rent	6,648.10	6,000.00	10.80%	68,189.24	63,800.00	6.88%	76,300.00
Salary & Wage Overheads	62,984.53	59,936.00	5.09%	706,585.39	704,342.00	0.32%	849,419.00
Salary & Wages	251,033.34	252,984.00	-0.77%	2,619,212.05	2,626,624.00	-0.28%	3,245,226.00
Storage of Documents	76.56	66.00	16.00%	753.26	660.00	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	315.36	436.00	-27.67%	3,514.34	4,360.00	-19.40%	5,240.00
Telephone	1,502.67	1,864.00	-19.38%	14,896.01	18,640.00	-20.09%	22,400.00
Travel Allowance	18,201.50	22,118.00	-17.71%	223,264.96	228,972.00	-2.49%	281,006.00
Utilities	1,258.14	1,588.00	-20.77%	14,858.85	17,680.00	-15.96%	20,900.00
Vehicle Expenses	524.12	1,099.00	-52.31%	8,000.77	10,990.00	-27.20%	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	358,388.89	362,598.00	-1.16%	3,864,883.03	3,890,108.00	-0.65%	4,783,691.00
Net Surplus/(Deficit)	80,898.34	84,089.00	-3.79%	118,060.74	119,734.00	-1.40%	108,404.00

Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 31 May 2024

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
Trading Income							
NDIS Services	519,839.42	490,400.00	6.00%	4,365,416.34	4,361,949.00	0.08%	4,752,009.00
Client Services	664.00	624.00	6.41%	7,562.95	6,864.00	10.18%	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	1,000.00	63.00	1487.30%	2,880.22	2,430.00	18.53%	2,500.00
Other income:Interest	387.45	200.00	93.73%	123,754.44	123,800.00	-0.04%	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 Prog	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	1,387.45	263.00	427.55%	131,855.35	131,816.00	0.03%	132,086.00
Total Trading Income	521,890.87	491,287.00	6.23%	4,504,834.64	4,501,129.00	0.08%	4,892,095.00
Gross Surplus	521,890.87	491,287.00	6.23%	4,504,834.64	4,501,129.00	0.08%	4,892,095.00

Operating Expenses

Accounting/Bookkeeping	2,454.54	2,333.00	5.21%	25,367.26	25,663.00	-1.15%	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	1,826.00	-56.01%	2,000.00

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
Auditors	0.00	0.00	0.00%	3,600.00	4,000.00	-10.00%	4,000.00
Bank Fees & Charges	505.22	375.00	34.73%	4,756.52	4,125.00	15.31%	4,500.00
Client Services	846.28	930.00	-9.00%	9,825.77	10,230.00	-3.95%	11,400.00
Consultants	2,375.00	8,000.00	-70.31%	10,990.01	16,820.00	-34.66%	30,000.00
Depreciation	0.00	1,500.00	-100.00%	13,770.54	16,500.00	-16.54%	18,000.00
Governance Expenses	3,311.63	623.00	431.56%	5,289.68	8,853.00	-40.25%	9,500.00
Insurance	4,774.44	1,833.00	160.47%	27,536.70	26,963.00	2.13%	28,800.00
Legal Services	0.00	0.00	0.00%	720.00	3,000.00	-76.00%	3,000.00
Maintenance Repairs	6,798.15	6,331.00	7.38%	79,169.72	69,641.00	13.68%	76,000.00
Postage General	448.62	250.00	79.45%	3,051.26	2,750.00	10.95%	3,000.00
Printing & Stationery:Printing Stat Office Supplie:	431.33	666.00	-35.24%	6,285.25	7,326.00	-14.21%	8,000.00
Rent	6,648.10	6,500.00	2.28%	74,837.34	70,300.00	6.45%	76,300.00
Salary & Wage Overheads	74,785.19	72,936.00	2.54%	781,370.58	777,278.00	0.53%	849,419.00
Salary & Wages	375,274.52	369,729.00	1.50%	2,994,486.57	2,996,353.00	-0.06%	3,245,226.00
Storage of Documents	74.09	66.00	12.26%	827.35	726.00	13.96%	800.00
Subscriptions/Memberships	0.00	0.00	0.00%	1,489.91	4,000.00	-62.75%	4,000.00
Telephone Allowance	491.50	436.00	12.73%	4,005.84	4,796.00	-16.48%	5,240.00
Telephone	1,504.42	1,864.00	-19.29%	16,400.43	20,504.00	-20.01%	22,400.00
Travel Allowance	38,739.57	29,910.00	29.52%	262,004.53	258,882.00	1.21%	281,006.00
Utilities	144.49	1,588.00	-90.90%	15,003.34	19,268.00	-22.13%	20,900.00
Vehicle Expenses	594.63	1,099.00	-45.89%	8,595.40	12,089.00	-28.90%	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	520,201.72	507,135.00	2.58%	4,385,084.75	4,397,243.00	-0.28%	4,783,691.00
Net Surplus/(Deficit)	1,689.15	(15,848.00)	-110.66%	119,749.89	103,886.00	15.27%	108,404.00