

BOARD OF DIRECTORS

Bi-Monthly Meeting

Minutes

Meeting:	Board of Directors	Date:	Wednesday, 19 February 2025
Meeting No.:	6/2024	Time:	5.39pm
Chair:	Phil Drummond	Venue:	The Courthouse Restaurant, Warragul

Members In Attendance:

Phil Drummond	Board Director/Chairperson
Leisa Harper (via phone call)	Board Director/Secretary
Jo Harris	Board Director/Treasurer
Emma Vandenberg	Board Director
Gary Dore	Board Director

Others In Attendance:

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

Apologies:

Kate Yeowart	Board Director
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Agenda No.	Subject
1.	Acknowledgement 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.
2.	Appointment Of Positions Time Keeper: Lora Moulton Minute Taker: Lora Moulton

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Agenda No.	Subject
3.	Declaration Of Conflict Of Interest Nil
4.	Confirmation Of Previous Minutes Appendix 4.1a Moved: Emma Vandenberg Seconded: Gary Dore Motion: That the minutes of the previous meeting, held on Thursday, 28 November 2024, be accepted. Carried.
5.	Matters For Board Discussion & Decision <u>5.1 Action List Review</u> Appendix 5.1a Reviewed. The Minute Taker expressed difficulty in determining which items should be included on the Action List. It was agreed that motions that were carried and requires an action will be added to the action list. The Board will give specific direction regarding any other items to become actions. It was noticed that the following matters needed to be added to the action list: • Op Shop updates • Virtual Reality updates • Constitution • Treasurer responsibilities It was proposed that action items be included directly in the minutes and agenda as a table at the bottom of the document, rather than as an appendix. All agreed to implement this change. <u>5.2 Audit & Risk Sub-Committee</u> Update provided by Gary. <i>Delegation Policy</i> Suggestions for changes were made, to be reviewed operationally by Jenelle and her Executive team.

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Figure 1: Extract from Audit & Risk Subcommittee Minutes, meeting held 30-Jan-25

5.4 Policy Review – Delegations of Authority

The Committee reviewed the content of the current policy and identified a number of areas for clarification and/or modification.

Action:

1. Request that Administration to determine a standard corporate template for policies and procedures.
2. At which Board meeting did the current policy get approved? The footer of version on the portal details "Pending Board Approval"
3. Who currently checks payroll?
4. Who are the current bank signatories for Headway Gippsland?
5. Clarification on titles for finance authority – Finance Officer, Operations Manager
6. The current policy appears to commence at page 6. Pages 1 to 5 appear to be an operational responsibility table.
7. There are a few conflicting details in the document e.g.

Refunds/Cancellations

(Page 1) CEO >\$1000, Operations Manager <\$1000

(Page 8) Up to \$1000 Finance Officer, Greater than \$1000 CEO approval only

Bad Debts

(Page 2) Board < \$5000, CEO <\$5000, Finance Officer recommends

(Page 9) CEO bad debts less than \$2000 and financial year aggregate less the \$5000. Board approval for individual bad debts greater than \$2000 and financial year aggregate greater than \$5000.

Excessive Leave Entitlements

Discussion held with the Finance Manager; appreciation noted for his attendance.

Jenelle provided a list of excessive leave entitlements which has been shared with the Board.

Confirmation that there is a Leave Entitlements policy which does not specifically address excessive leave entitlements.

Discussion on the legalities of paying out excessive leave and the challenges faced due to staffing shortages.

Suggestion to review the current policy.

An estimated projection of leave entitlements would be helpful to better manage leave

Fairwork Act & Entitlements

The sub-committee met with Jenelle regarding Fair Work to casual conversion. Jenelle supplied Gary with follow up correspondence and Full Circle HR to ensure Headway was compliant in all obligations.

EOI Letter for the Appointment of the Auditor

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	Template provided and to be populated with information in the letter. <i>Financial Report</i> Presented by Jo, thanks extended again to the Finance Manager. Focus on the 31-Jan report: overall a good result for January and YTD. Income slightly down by 4% and expenses showed a 15% variance in admin salaries. Concern noted regarding the amount of personal leave taken. Jenelle explained this may be due to a staff member who had major surgery and used all her available leave. Overall, surplus is larger than budgeted year to date. Additional changes were discussed with the Finance Manager to the new finance reporting format. Financial Report <u>7.1 Balance Sheet</u> Appendix 7.1a - Balance Sheet - December 2024 <u>7.2 Budget vs Actual</u> Appendix 7.2a - Budget vs Actual - November 2024 Appendix 7.2b - Budget vs Actual - December 2024 Moved: Leisa Harper Seconded: Gary Dore Motion: That the Financial Report be accepted and the report from the Audit & Risk Sub-Committee. Carried. <u>5.3 Governance Sub-Committee</u> Update provided by Leisa. <i>Board Meeting Dates Calendar</i> Document shared by Jo (Appendix 5.3a) Leisa to contact all regarding the meeting dates for the year. May work out that we meet the last Wednesday of every second month, with sub-committees meeting in the alternate month. Minute taker to update all once this has been received. <i>Constitutional Changes</i> Feedback from BD Legal received. Decision to hold off on asking for further information for the moment, as there is further work to do on Treasurer/financial provisions of the draft Constitution before needing clarification from BD Legal. <i>Agenda For Governance Meetings</i> To be reformatted to include actions. Focus on being proactive around goals for the committee for the next 12 months.
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	Moved: Gary Dore Seconded: Emma Vandenberg Motion: To receive the report from the Governance Sub-Committee. Carried.
6.	CEO Report <u>6.1 Report</u> Appendix 6.1a <i>Loss Of Participant</i> Advised the loss of a participant today, due to suicide. This participant lost psychosocial supports from their NDIS plan in January. Our Plan Manager, who informed the participant of this, is taking her death very personally. Personal contact was made by CEO and they were advised to utilise our Employee Assistance Program (EAP). The Support Coordinator who provided services to this participant is also very upset. While no wrongdoing occurred on Headway Gippsland's part, there is a chance the media could use this story. A suggestion was made to take a proactive step and create media releases for situations like this which might be used if needed. Jenelle will draft a media release, with her and Phil to review and consider legal advice for any potential inquests. <i>ACNC Comparisons</i> The ACNC Comparisons that are usually completed each January as a benchmark for comparison to other organisations are not ready this year due to a pending report from another organisation(who?) The basis for comparison is primarily Gippsland-based, not-for-profit and disability sector organisations. The Board indicated they would like to see this information when it is available. <i>Welshpool Property Update</i> A VCAT hearing is scheduled for mediation on 29 April, 2025. Objectives need to be very clear on what we want to achieve. BD Legal is representing us and need to be advised accordingly. Phil and Jenelle will be involved and possibly present at BD Legal offices for the hearing with the objective to take control of the property. <i>Office Buildings Update</i> Background was given on reasons for considering relocating Newborough staff to the Morwell office and the obstacles faced (conflict of interest, floorspace capacity was also mentioned). Quotes have been obtained to create a separate area at the Morwell office for the Support Coordination team. This would be a short-term measure until the leases on Drouin and Newborough expire with the intention of then finding a larger building to house everyone, potentially with consumer purposes. The idea of developing the Newborough land into accommodations for people with disabilities, renting out in the meantime was floated. It was decided to proceed with part of the quote, setting up workstations and reassess in three months to see if partitions are needed for more privacy.

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	Moved: Gary Dore Seconded: Jo Harris Motion: To support the spending of funds for work stations and cabling to move staff at Newborough to the Morwell office. Carried. <i>Virtual Reality Update</i> Virtual Reality initiatives have not had much success but it is only the first month. An action plan is being developed, including forms, promotions and incentives. It was noted that we may be the first in the disability sector to do this and we need to advertise with this in mind. <i>Trilogy Care Update</i> Trilogy are a for profit, aged care provider offering services to people in receipt of home care packages level 1 to 4. They assist with the setup of not-for-profit entities, and then provide you with the tools to coordinate the care needs of residents in your area. Headway would provide the Care Coordination (similar to tasks to our current Support Coordination role) of a home care package under the aged care accreditation of Trilogy. We find the participants, then become their care manager, similar to the current Support Coordinator role, and manage supports but do not provide them. One of our Support Coordinators has been trained to do this, and we are ready to proceed as soon as we find participants. Feedback was received, expressing concern that we may have inadvertently shifted our focus towards aged care without prior discussion. <i>Bass Coast Expansion</i> It was explained that this is not an expansion but a continuation of existing services. We have always provided SSP groups in the area and are continually looking for staff and participants. <i>New Board Member – referred to 8.3 Board Vacancies</i> Moved: Emma Vandenberg Seconded: Jo Harris Motion: That the CEO Report be accepted. Carried.
7.	Other Business <u>7.1 Bank Signatories</u> Appendix 7.1a Discussion regarding the number of signatories required on each account, excluding cards. It was noted that the person preparing payroll would usually have access but not the authority to approve payments. Payments should be approved by two other people as an internal control. There was a discussion about the need for a policy around this, including whether the General Manager should have access as well as being the second

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	approver. It was acknowledged that having a policy does not necessarily prevent fraud, hence the reason for the internal control. Phil and Jenelle will work together to determine whether the Bendigo Bank can facilitate the person loading payments not being a signatory. Previous staff members can be removed as signatories as per the appendix, and the remaining signatories will be reviewed. <u>7.2 Proposed Constitutional Changes</u> Comments from Richard Bridge from B D Legal discussed, refer to CEO Report and Governance Sub-Committee update. <u>7.3 Board Vacancies</u> Discuss and decide on the inclusion of Robyn Duffy as a new Board member. Phil spoke about a possible new Board member and it was agreed to invite Robyn Duffy to join the Board. Lora to make contact and start the process. Moved: Gary Dore Seconded: Phil Drummond Motion: That the Board position be offered to Robyn Duffy. Carried. <u>7.4 Virtual Reality Headsets</u> Refer to CEO Report.
8.	Board Correspondence Nil
9.	Next Board Meeting Date: Wednesday, 9 April 2025 Time: 5.30pm Venue: Morwell office

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Item No.	Action Item	Responsible Person	Due Date	Status	Comments
15	Update finance and treasurer provisions draft of the Constitution.	PD, JH and Governance Committee		In Progress	
32	New policies, strategic & business plans, business opportunities - to be further discussed and itemised on this list.			In Progress	Ongoing work involving the Board, CEO, and sub-committees.
35	Update regarding Op shop.	Jenelle	next meeting	In Progress	
36	Update regarding Virtual Reality headsets.	Jenelle	next meeting	In Progress	
39	Review of Delegations policy - including bank signatories		next meeting	In Progress	
40	Send Excessive Leave policy to Board members	Lora	next meeting	In Progress	
41	Review Excessive Leave policy	Sub-Committee?	next meeting	Not Started	
42	Estimated Projection (not revised budget)	Sub-Committee?	next meeting	Not Started	
43	Position description and other document reviewed and to be formatted before added to portal by Lora			In Progress	
44	Send ACNC comparison to Board when ready	Lora	next meeting	In Progress	
45	Email resume for Robyn Duffy to Board.	Lora	20-Feb-25	Not Started	
46	Make contact with Robyn Duffy and start paperwork.	Lora	20-Feb-25	Not Started	
47	Draft media release regarding loss of participant	Jenelle		Not Started	

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48	Meet to review draft media release and discuss next steps (possibly legal advice regarding potential inquest)	Jenelle & Phil		Not Started	
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Meeting Closed	
Date:	Wednesday, 19 February 2025
Time:	7.29pm
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
35	19-Feb-25	n/a	next meeting	Jenelle	Update regarding op shop.		In Progress	19-Feb-25
36	19-Feb-25	n/a	next meeting	Jenelle	Update regarding virtual reality headsets.		In Progress	19-Feb-25
37	19-Feb-25	n/a	next meeting	Governance Sub-Committee	Constitutional changes.		In Progress	19-Feb-25
38	19-Feb-25	n/a	next meeting		Treasurer responsibilities.	Phil & Jo to meet.	In Progress	19-Feb-25
39	19-Feb-25		next meeting	Jenelle	Review of Delgations policy - including bank signatories		In Progress	19-Feb-25
40	19-Feb-25		next meeting	Lora	Send Excessive Leave policy to Board members		In Progress	19-Feb-25
41	19-Feb-25		next meeting		Review Excessive Leave policy		Not Started	19-Feb-25
42	19-Feb-25		next meeting		Estimated Projection (not revised budget)		Not Started	19-Feb-25
43	19-Feb-25				Position description and other document reviewed and to be formatted before added to portal by Lora		In Progress	19-Feb-25
44	19-Feb-25		next meeting	Lora	Send ACNC comparison to Board when ready	13-Mar - updated comparisons sent, still waiting submission from Mirridong Services Inc.	In Progress	19-Feb-25
45	19-Feb-25		20-Feb-25	Lora	Email resume for Robyn Duffy to Board.		Not Started	19-Feb-25
46	19-Feb-25		20-Feb-25	Lora	Make contact with Robyn Duffy and start paperwork.	9-Apr - Robyn hopes to attend the next meeting	In Progress	19-Feb-25

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



Item No.	Minutes Date	Topic	Due	Who	Action Item	Comments	Status	Status Date
47	19-Feb-25			Jenelle	Draft media release regarding loss of participant		Not Started	19-Feb-25
48	19-Feb-25			Jenelle & Phil	Meet to review draft media release and discuss next steps (possibly legal advice regarding potential inquest)		Not Started	19-Feb-25
49	09-Apr-25				Board vacancies - permanent and ongoing.		In Progress	09-Apr-25

Not Started
In Progress
Completed

5
12
33

Board Briefing Report

Re: 24 Pederson Street, Welshpool
To: Board Members
From: Jenelle Henry
Date: 15th April 2025
Subject: VCAT Hearing – Property Co-Owned with Ms. Shirley Cowling

Background

As previously discussed, the property at 24 Pederson Street, Welshpool—co-owned with Ms. Shirley Cowling—is scheduled for a VCAT hearing on **29 April 2025**.

Prior to September 2018, Ms. Cowling had progressively gifted shares in the property to Headway. On **18 September 2018**, she transferred the remaining share, bringing Headway's total ownership to **80%**, with Ms. Cowling retaining **20%**.

Property Use and Condition

From late 2018 to 2019, Headway participants used the property on **five occasions**. While feedback about the area and local amenities was positive, the house itself received **negative feedback**, particularly regarding **cleanliness** and overall condition.

The house was not used during the COVID-19 pandemic. Post-pandemic (2022–2023), Ms. Cowling became increasingly **difficult to engage with**. She claimed to be upgrading the property, including **widening hallways**, based on feedback from a Board member.

In **2024**, the Chair and Manager visited the property and were **alarmed by both the poor condition** of the home and the **unauthorised structural changes** made by Ms. Cowling.

Financial Summary

Since 2018, **Headway's total expenditure** on the property has been approximately **\$10,000**.

Phil requested rates information for FY 2022–2023:

- **Site Value:** \$101,000
- **Capital Improved Value:** \$284,000
- **Net Annual Value:** \$14,200

Recent Developments

Ahead of the scheduled mediation at VCAT, we have received correspondence from the respondent (Ms. Cowling), who wishes to **settle the matter prior** to the hearing. Her position is as follows:

1. She has borne most property expenses while Headway's contribution has been minimal.
2. She wishes to **retain ownership** and avoid a forced sale.
3. She plans to find an **alternate organisation** to use the house for respite purposes.
4. She proposes to **buy back Headway's 80% share at a nominal price**.

Key Question for the Board: Is Headway willing to sell its 80% share in the property to Ms. Cowling under the proposed conditions?

Legal and Strategic Considerations

Comments from Richard:

Although the 80% share was gifted to Headway for the purpose of providing respite housing, this objective has not been achievable due to the donor retaining 20% control.

Therefore, liquidating the asset at **market value** and reinvesting the proceeds into similar charitable purposes may better serve Headway's mission.

Comments from Richard

While an asset may be sold to a member at a nominal amount, the transaction must not result in personal profit for the member and must align with Headway's charitable purpose.

Given the gifted share has become a **liability**, returning the asset (ensuring Headway recoups expenses) may be permissible and could avoid breaching charitable regulations.

Recommendation

Board members are asked to consider:

- Whether Headway should pursue a **market-value sale** of its 80% share.
- If not, under what conditions (if any) the organisation is willing to **divest or transfer its interest**.
- Ensuring that any action aligns with **Headway's charitable objectives** and does not provide personal gain to Ms. Cowling.

Headway Gippsland Inc

Transaction Detail by Account

July 2012 through June 2019

Type	Date	Name	Description	Amount	Balance
Other Funding					
Welshpool House Income					
General Journal	24/11/2018		Accommodation Welshpool	50.00	50.00
General Journal	05/01/2019		Accommodation Welshpool	50.00	100.00
General Journal	18/01/2019		Accommodation Welshpool	100.00	200.00
General Journal	19/01/2019		Accommodation Welshpool	100.00	300.00
General Journal	12/04/2019		Accommodation Welshpool	400.00	700.00
General Journal	21/04/2019		Accommodation Welshpool	50.00	750.00
General Journal	26/05/2019		Accommodation Welshpool	50.00	800.00
Total Welshpool House Income				<u>800.00</u>	<u>800.00</u>
Total Other Funding				800.00	800.00
Client Services					
Accommodation Welshpool					
General Journal	24/11/2018		Accommodation Welshpool	-50.00	-50.00
General Journal	05/01/2019		Accommodation Welshpool	-50.00	-100.00
General Journal	18/01/2019		Accommodation Welshpool	-100.00	-200.00
General Journal	19/01/2019		Accommodation Welshpool	-100.00	-300.00
General Journal	12/04/2019		Accommodation Welshpool	-400.00	-700.00
General Journal	21/04/2019		Accommodation Welshpool	-50.00	-750.00
General Journal	26/05/2019		Accommodation Welshpool	-50.00	-800.00
Total Accommodation Welshpool				<u>-800.00</u>	<u>-800.00</u>
Total Client Services				-800.00	-800.00
Insurance					
Insurance Building Welshpool					
Bill	12/12/2018	Adroit Proctor Insurance	insurance office	0.00	0.00
Bill	12/12/2018	Adroit Proctor Insurance	stamp duty	0.00	0.00
Bill	12/12/2018	Adroit Proctor Insurance	ins	0.00	0.00
Bill	19/02/2019	Adroit Proctor Insurance	insurance office	0.00	0.00
Bill	19/02/2019	Adroit Proctor Insurance	stamp duty	0.00	0.00
Bill	19/02/2019	Adroit Proctor Insurance	ins	0.00	0.00
Bill	26/03/2019	Adroit Proctor Insurance	insurance Welshpool	-773.65	-773.65
Bill	26/03/2019	Adroit Proctor Insurance	stamp duty	-83.99	-857.64
Total Insurance Building Welshpool				<u>-857.64</u>	<u>-857.64</u>
Total Insurance				-857.64	-857.64
Maintenance Repairs					
Maint Operat Welshpool					
Bill	03/10/2018	Rob Davies Carpet Cleaning	carpet cleaning	-440.00	-440.00
Cheque	20/10/2018	Hartley Wells	fridge to be returned	-444.55	-884.55
Credit	31/10/2018	Hartley Wells	fridge refund	426.36	-458.19
Total Maint Operat Welshpool				<u>-458.19</u>	<u>-458.19</u>
Total Maintenance Repairs				-458.19	-458.19
TOTAL				<u><u>-1,315.83</u></u>	<u><u>-1,315.83</u></u>

Account Transactions

Headway Gippsland Inc

For the period 1 July 2019 to 31 December 2024

Accrual Basis

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT	CREDIT	RUNNING BALANCE
Insurance:Insurance Building Welshpool						
30 June 2019	Manual Journal	Financials 2019 - Insurance Building Welshpool	#22578	857.64	-	857.64
31 May 2020	Conversion Balance Journal	Conversion Balance		908.01	-	1,765.65
12 Mar 2021	Payable Invoice	Adroit Proctor Insurance - -	I16636861030.	852.93	-	2,618.58
12 Mar 2021	Payable Invoice	Adroit Proctor Insurance - -	I16636861030.	91.78	-	2,710.36
22 Mar 2022	Payable Invoice	Countrywide Insurance Group P/L	I0909436	1,204.62	-	3,914.98
22 Mar 2022	Payable Invoice	Countrywide Insurance Group P/L	I0909436	132.51	-	4,047.49
22 Mar 2022	Payable Invoice	Countrywide Insurance Group P/L	I0909436	20.37	-	4,067.86
6 Mar 2023	Payable Invoice	Countrywide Insurance Group P/L	I0982198	1,089.27	-	5,157.13
6 Mar 2023	Payable Invoice	Countrywide Insurance Group P/L	I0982198	119.82	-	5,276.95
6 Mar 2023	Payable Invoice	Countrywide Insurance Group P/L	I0982198	38.16	-	5,315.11
29 Apr 2023	Payable Invoice	RACV	HOM 681 851 888 Welshpool	809.37	-	6,124.48
29 Apr 2023	Payable Invoice	RACV	HOM 681 851 888 Welshpool	89.03	-	6,213.51
17 Aug 2023	Payable Credit Note	Countrywide Insurance Group P/L - Insurance cancelled		-	677.49	5,536.02
17 Aug 2023	Payable Credit Note	Countrywide Insurance Group P/L		-	75.63	5,460.39
13 Sept 2023	Receive Money	RAVC Insurance - DEPOSIT - CHEQUE(S)	refund	-	635.52	4,824.87
13 Sept 2023	Receive Money	RAVC Insurance	refund	-	76.90	4,747.97
12 Oct 2023	Receive Money	Shirley Cowland - TRANSFER		-	166.40	4,581.57
12 Oct 2023	Receive Money	Shirley Cowland - Stamp Duty		-	20.33	4,561.24
Total Insurance:Insurance Building Welshpool				6,213.51	1,652.27	4,561.24
Maint Repairs:Welshpool House						
30 June 2019	Manual Journal	Financials 2019 - Maint Operat Welshpool	#22578	458.19	-	458.19
Total Maint Repairs:Welshpool House				458.19	-	458.19
Utility Expenses Rates Welshpool House						
1 Nov 2021	Manual Journal	Utilities Welshpool House, letter sent to Shirley Cowling for tax purposes - Rates 80%	#110863	1,079.76	-	1,079.76
1 Nov 2021	Manual Journal	Utilities Welshpool House, letter sent to Shirley Cowling for tax purposes - Water Rates 80%	#110863	625.32	-	1,705.08
1 July 2023	Manual Journal	Utilities Welshpool House, letter sent to Shirley Cowling for tax purposes. Dated 1/7 as	#131032	1,126.36	-	2,831.44

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT	CREDIT	RUNNING BALANCE
		financials already done - Rates 80%				
1 July 2023	Manual Journal	Utilities Welshpool House, letter sent to Shirley Cowling for tax purposes. Dated 1/7 as financials already done - Water Rates 80%	#131032	693.86	-	3,525.30
10 Oct 2024	Payable Invoice	State Revenue Office - Land Tax(should be refunded)		1,043.82	-	4,569.12
Total Utility Expenses Rates Welshpool House				4,569.12	-	4,569.12
Total				11,240.82	1,652.27	9,588.55

Headway Gippsland - Strategic Objectives 2025 – 2027

Status Legend

Complete

Ongoing

At Risk



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

Values: Respect - Collaboration - Innovation - Diversity - Integrity

Our Participants

Areas	Deliverables	Status	Project Update
1.1 Headway Gippsland is recognised as an innovative and expanding service provider that responds to system changes and emerging needs.	a) Conduct research to identify service gaps and opportunities beyond the NDIS to inform targeted service expansion and strategic partnerships.		
	b) Develop a service expansion plan informed by community needs and system reforms to position Headway as a flexible and responsive provider.		
	c) Engage stakeholders to explore unmet service areas in aged care, mental health, and carer support to diversify service offerings and build resilience.		
	d) Pilot at least one new service offering outside the NDIS to test viability and impact of broader service reach.		

Headway Gippsland - Strategic Objectives 2025 – 2027

Status Legend

Complete

Ongoing

At Risk



Our People

Areas	Deliverables	Status	Project Update
2.1 We will train, support and develop our workforce to meet current and future needs of our services.	a) Conduct a workforce survey to assess staff satisfaction and identify actionable strategies for improving engagement and retention.		
	b) . Use survey insights to develop a staff wellbeing and development action plan that supports employee satisfaction and service quality.		
2.2 Headway Gippsland is an employer of choice where people want to work	a) Review and enhance the employee recognition and reward program to reinforce a positive culture and increase motivation across teams.		
	b) Design and implement a career development framework to support internal progression and attract values-aligned talent.		
	c) Deliver regular professional development aligned with emerging service needs to build internal capability and strengthen service delivery.		

Headway Gippsland - Strategic Objectives 2025 – 2027

Status Legend

Complete

Ongoing

At Risk



Our Sustainability

Areas	Deliverables	Status	Project Update
1. Diversify Headway Gippsland with the long-term objective of financial sustainability.	a) Engage legal counsel to review and recommend constitutional amendments that embed Vision, Mission and Values in future service design.		
	b) Host a Special Annual General Meeting (AGM) to consult members and build shared ownership of governance reforms.		
	c) Develop and publish an annual reserves policy to guide budget development and support transparent, sustainable decision-making.		
	d) Monitor financial performance and adjust strategies to ensure year-on-year revenue growth and operational efficiency.		
	e) Design and implement a funding diversification strategy to reduce reliance on traditional sources and increase resilience.		
	f) Establish a Board succession and development plan to ensure strong leadership continuity and effective governance, including: - Annual skills matrix to guide recruitment - Board and Director evaluations to strengthen performance - Individual and group professional development - Recruitment and onboarding strategies aligned with emerging needs		
	g) Develop dashboard reporting for strategic plan outcomes and financial performance.		
	h) Maintain a minimum cash reserve equivalent to 6 months of operating expenses to ensure long-term organisational viability.		

Headway Gippsland - Strategic Objectives 2025 – 2027

Status Legend

Complete
Ongoing
At Risk



Areas	Deliverables	Status	Project Update
	i) Conduct targeted awareness campaigns to strengthen public understanding of ageing and disability and increase community support.		.

Our Connected Community

Areas	Deliverables	Status	Project Update
4.1 Enhance proactive engagement with participants and the broader community to respond to changing needs.	a) Create a communication flowchart for each department to streamline reporting processes.		
	b) Develop tailored training resources for each employee, equipping them with skills and knowledge required to excel in their roles.		
4.2 Engaging our community to respond to changing needs.	a) Develop a communications and engagement plan to increase awareness of Headway's services and foster stronger community relationships.		
	b) Deliver a community education program to champion inclusion and highlight the contributions of people with disability and ageing-related needs.		

Board Of Directors Calendar

Month	Governance Sub-Committee Meetings	Audit & Risk Documents & Reports Circulated By Headway	Audit & Risk Sub-Committee Meetings	Documents To Lora	Board Documents Available On Portal	Board Meetings	Performance & Compliance Monitoring		Tasks/Events
							Reports To Board	CEO Performance Indicators	
January	n/a	n/a	n/a	n/a	n/a	n/a			
February						Wednesday 19-Feb-25			
March		Monday 10-Mar-25	Thursday 13-Mar-25	Tuesday 18-Mar-25	Friday 21-Mar-25	n/a			
April	Wednesday 30-Apr-25	Monday 07-Apr-25	Thursday 10-Apr-25	Tuesday 15-Apr-25	Friday 18-Apr-25	Wednesday 23-Apr-25			Budget preparation timetable
May	Wednesday 28-May-25	Monday 05-May-25	Thursday 08-May-25	Tuesday 20-May-25	Friday 23-May-25	n/a			
June	Wednesday 25-Jun-25	Monday 09-Jun-25	Thursday 12-Jun-25	Tuesday 17-Jun-25	Friday 20-Jun-25	Wednesday 25-Jun-25			
July	n/a	Monday 07-Jul-25	Thursday 10-Jul-25	Tuesday 15-Jul-25	Friday 18-Jul-25	n/a			
August	Wednesday 27-Aug-25	Monday 11-Aug-25	Thursday 14-Aug-25	Tuesday 19-Aug-25	Friday 22-Aug-25	Wednesday 27-Aug-25			
September	n/a	Monday 08-Sep-25	Thursday 11-Sep-25	Tuesday 16-Sep-25	Friday 19-Sep-25	n/a			
October	Wednesday 22-Oct-25	Monday 06-Oct-25	Thursday 09-Oct-25	Tuesday 14-Oct-25	Friday 17-Oct-25	Wednesday 22-Oct-25			AGM, Board elections & nominations, EOFY audited financials confirmation
November	n/a	Monday 10-Nov-25	Thursday 13-Nov-25	Tuesday 18-Nov-25	Friday 21-Nov-25	Wednesday 26-Nov-25			Staff bonus and CPI resolutions
December	Wednesday 17-Dec-25	Monday 08-Dec-25	Thursday 11-Dec-25	Tuesday 09-Dec-25	Friday 12-Dec-25	Wednesday 17-Dec-25			

Board Of Directors - Chief Executive Officer Report

Submitted By: Jenelle Henry
Position: Chief Executive Officer
Meeting Date: Wednesday, 23 April 2025

1. NDIS Developments

- Ministerial Updates: No updates have been received from the new Minister to date.
- Disability Services Consulting (DSC) Conference: Scheduled for 20–21 May. Three staff members are confirmed to attend. We anticipate key sector insights to inform our ongoing practices.
- Audit Requirements Uncertainty: Sector-wide concern has emerged following feedback from auditors suggesting all staff in Plan Management require formal qualifications and professional memberships. This has created uncertainty across the sector. We are seeking clarification and remain in active consultation with the accreditation authority and peak bodies to ensure our practices remain compliant

DIA Clarification On Audit Requirements

Recent misleading communication from Approved Quality Auditors (AQAs) implied a new requirement for all staff involved in Plan Management to hold certified qualifications and professional memberships. The Disability Intermediaries Australia (DIA), as the peak body for Registered Plan Management Providers, has engaged directly with the NDIS Commission to clarify this matter.

Key Points From The NDIS Commission's Statement

- No new requirements: The Commission confirms there have been no changes to the audit requirements for Plan Managers.
- Clarified audit practice: AQAs are now required to collect certified copies of qualifications and memberships only for roles that were already subject to these requirements.
- Scope: This update applies solely to providers registered under registration group 0127 - Plan Management.
- Reason: This direction is part of procedural improvements following the Commissioner's Own Motion Inquiry into Plan Management and Support Coordination. It is not a regulatory reform and does not change compliance obligations.

Action Required for Providers (0127)

- Identify staff delivering Plan Management services and retain:
 - Full legal name, role, employment status, NDISWC clearance, qualifications, and professional memberships.
 - Certified copies of qualifications and memberships.

Board Of Directors - Chief Executive Officer Report

- Auditors will review these at your next scheduled audit and include them in the report.

Certification of Documents: Certified copies must be verified by a legally approved certifier (e.g. JP, pharmacist, nurse, GP). More info: [Services Australia – Acceptable Referees](#)

Effective Immediately: As of the NDIS Commission communication dated 8 April 2025.

Support: Providers receiving unclear or incorrect advice from AQAs are encouraged to report this to DIA directly.

2. Financial Update

- Reports Submitted: Financial reports for February and March were reviewed by the Audit & Risk Committee.
- Plan Management Reporting: Concerns raised by Jo regarding how PM funds are reported. Discussions with Colin are ongoing to improve transparency and accuracy.
- Financial Position: Despite reporting limitations, we continue to achieve a modest monthly surplus, reflecting effective cost control and operational sustainability.
- Development of draft 24/25 budget underway with discussions with Audit & Risk Committee around the assumptions used to develop the draft budget.

3. Incidents, Complaints, Quality & Safeguarding

- Internal Audit (26–27 Feb):
 - Revealed multiple compliance and process gaps that must be addressed prior to the External Registration Audit in mid-June.
 - A working committee is meeting fortnightly to implement corrective actions.
- Significant Incident - Morwell Office (7 April):
 - A participant forcibly entered the premises by dislodging the front door, vandalising the reception area.
 - Staff followed evacuation procedures; police were notified, and the perpetrator was apprehended (later released).
 - Shopfitters secured the premises the same day.
- Other Activities:
 - Met with Drova regarding governance and financial risk systems - no demonstration provided, as they deemed our organisation too small to benefit.
 - Attended a workshop on legislative changes and participant engagement with NDIA.
 - Held discussions with the new CEO of Life Skills (formerly Moe Life Skills) regarding potential collaboration opportunities.

4. General Updates

- Staffing Challenges:
 - 1 x Support Coordinator resignation

Board Of Directors - Chief Executive Officer Report

- 2 x Plan Manager resignations
- Marketing role remains unfilled (2 resignations in 3 months; vacant for 6+ months)
- Recruitment: Actively underway. Several roles now filled, expected to improve capacity and morale.
- Other Updates:
 - Welshpool update and the VCAT hearing are available in supplementary board documents.
 - Support Coordinators have raised concerns regarding the relocation to Morwell. These were previously shared with the Chair and are open for discussion during this meeting.

5. Strategic Planning

Opportunity Shop Initiative

- Remains a strategic interest.
- Progress is currently stalled due to the lack of a viable shopfront location.
- Without a site, a detailed feasibility plan cannot be developed. We continue exploring potential locations.

Virtual Reality Headsets

- Minimal uptake to date.
- Wendy is trialing new engagement strategies.
- Progress is limited by the ongoing vacancy in the Marketing & Communications role.

Trilogy Agreement

- No new developments.
- A recommendation is made to revisit our strategy and consider engaging a dedicated resource (internal or external) to pursue potential partnership opportunities more proactively.

Management Report February 2025

Headway Gippsland Inc

ABN 16 523 652 920

For the month ended 28 February 2025

Prepared by Express Bookkeeping - Warragul

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Executive Summary

Headway Gippsland Inc

For the month ended 28 February 2025

	FEB 2025	JAN 2025	VARIANCE
Cash			
Cash received	3,626,278	4,205,537	-14% ↓
Cash spent	3,662,179	4,181,247	-12% ↓
Cash surplus (deficit)	(35,900)	24,291	-248% ↓
Closing bank balance	706,647	742,547	-5% ↓
Profitability			
Income	395,850	342,708	16% ↑
Direct costs	-	-	- -
Gross profit (loss)	395,850	342,708	16% ↑
Other income	-	-	- -
Expenses	360,827	332,961	8% ↑
Profit (loss)	35,022	9,747	259% ↑
Balance Sheet			
Debtors	45,146	13,136	244% ↑
Creditors	54,534	116,878	-53% ↓
Net assets	3,752,462	3,717,439	1% ↑
Sales			
Number of invoices issued	339	280	21% ↑
Average value of invoices	10,465	14,218	-26% ↓
Performance			
Gross profit margin (%)	100	100	- -
Net profit margin (%)	9	3	211% ↑
Return on investment (p.a.) (%)	11	3	256% ↑
Position			
Average debtor days	3	1	169% ↑
Average creditor days	-	-	- -
Short term cash forecast	(9,388)	(103,742)	91% ↑
Current assets to liabilities	12	10	24% ↑
Term assets to liabilities	-	-	- -

Closing bank balances will vary depending on the Plan Management payment cycle

Debtors include Headway Services billed to NDIS and other PM's. Regularly reviewed by Finance Team

Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 28 February 2025

	ACTUAL	BUDGET	VARIANCE (%)	YTD ACTUAL	YTD BUDGET	VARIANCE (%)	FULL YEAR BUDGET
Trading Income							
NDIS Services	381,991	386,309	-1%	3,068,477	3,209,619	-4%	4,891,783
Client Services	581	656	-11%	4,796	5,248	-9%	7,900
Other Funding	-	-	-	4,000	500	700%	500
Other Income	13,277	10,563	26%	117,588	86,516	36%	128,775
Total Trading Income	395,850	397,528	0%	3,194,861	3,301,883	-3%	5,028,958
Gross Surplus	395,850	397,528	0%	3,194,861	3,301,883	-3%	5,028,958
Operating Expenses							
Administration	4,094	7,939	-48%	42,536	51,362	-17%	72,800
Participant Services	790	798	-1%	8,148	6,384	28%	9,800
Consultants	356	4,000	-91%	4,456	16,000	-72%	20,000
Governance Expenses	161	623	-74%	1,040	5,984	-83%	8,500
Insurance	2,053	2,166	-5%	22,715	25,128	-10%	33,800
Maintenance Repairs	6,898	6,556	5%	52,163	52,948	-1%	79,200
Rent	7,551	6,716	12%	57,021	55,728	2%	83,100
Salary & Wage Overheads	314,099	323,463	-3%	2,653,752	2,838,300	-7%	4,304,806
Telephone Allowance	334	436	-23%	2,828	3,488	-19%	5,240
Telephone	1,038	1,656	-37%	9,361	13,248	-29%	19,900
Travel Allowance	20,214	21,964	-8%	177,428	186,679	-5%	285,516
Utilities	302	1,315	-77%	10,304	14,320	-28%	21,600
Vehicle Expenses	1,779	499	256%	10,185	7,392	38%	9,401
Depreciation	1,158	1,666	-30%	9,202	13,328	-31%	20,000
Total Operating Expenses	360,827	379,797	-5%	3,061,139	3,290,289	-7%	4,973,663
Net Surplus/(Deficit)	35,022	17,731	98%	133,722	11,594	1,053%	55,295

Budget V's Actual - Detail

Headway Gippsland Inc

For the month ended 28 February 2025

Accrual Basis

	FEB 2025	FEB 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-FEB 2025	JUL 2024-FEB 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Trading Income								
NDIS SERVICES								
3NDIS Services:NDIS Plan Man Fees	105,884	102,256	4% ↑	808,278	818,048	-1% ↓	1,227,079	1,214,545
3NDIS Services:NDIS Plan Man Set Up Fees	7,435	9,294	-20% ↓	69,251	74,352	-7% ↓	111,528	111,528
3NDIS Services:NDIS Personal Services	200,876	210,600	-5% ↓	1,659,092	1,789,200	-7% ↓	2,737,990	2,599,020
3NDIS Services NDIS Home Care	3,411	2,326	47% ↑	27,144	19,772	37% ↑	30,240	44,554
3NDIS Services:NDIS SSG Income	10,034	8,833	14% ↑	76,262	68,247	12% ↑	108,000	126,000
3NDIS Services:NDIS Support Co_Ord Fee	54,351	53,000	3% ↑	428,451	440,000	-3% ↓	676,946	640,495
Total NDIS SERVICES	381,991	386,309	-1% ↓	3,068,477	3,209,619	-4% ↓	4,891,783	4,736,142
PARTICIPATION CONTRIBUTIONS								
Client Contributions:Client Contributions Latrobe	208	166	25% ↑	2,216	1,328	67% ↑	2,000	3,000
Client Contributions:Client Contributions Trafalgar	205	208	-1% ↓	1,165	1,664	-30% ↓	2,500	1,900
Client Contributions:Client Contributions Wonthaggi	168	266	-37% ↓	1,415	2,128	-34% ↓	3,200	2,000
Client Contributions:Sponsorships/Fundraising	-	16	-100% ↓	-	128	-100% ↓	200	200
Total PARTICIPATION CONTRIBUTIONS	581	656	-11% ↓	4,796	5,248	-9% ↓	7,900	7,100
OTHER FUNDING								
Other Funding Expo Funding TILT	-	-	- —	4,000	-	- —	-	4,000

	FEB 2025	FEB 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-FEB 2025	JUL 2024-FEB 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Other Funding:Welshpool House Income	-	-	- ■	-	500	-100% ↓	500	-
Other Funding Workcover Reimb	736	-	- ■	14,660	-	- ■	-	23,000
Total OTHER FUNDING	736	-	-	18,660	500	3,632%	500	27,000
OTHER INCOME								
Other income:Dividends	-	-	- ■	65	75	-13% ↓	75	75
Other income:Donations	-	63	-100% ↓	-	2,241	-100% ↓	2,500	2,500
Other income:Interest	9,941	10,500	-5% ↓	100,217	84,000	19% ↑	126,000	139,000
Other income:Memberships	-	-	- ■	45	200	-77% ↓	200	200
Rental Income Newborough Office	2,600	-	- ■	2,600	-	- ■	-	-
Total OTHER INCOME	12,541	10,563	19%	102,928	86,516	19%	128,775	141,775
Total Trading Income	395,850	397,528	0%	3,194,861	3,301,883	-3%	5,028,958	4,912,017
Gross Profit	395,850	397,528	0%	3,194,861	3,301,883	-3%	5,028,958	4,912,017
Operating Expenses								
ADMINISTRATION								
Accounting/Bookkeeping	2,482	2,500	-1% ↓	21,450	20,000	7% ↑	30,000	33,000
Accounting Finance Contract	-	-	- ■	800	1,350	-41% ↓	5,000	5,000
Advertising & Marketing:Advertising General	127	166	-23% ↓	300	1,328	-77% ↓	2,000	2,000
Advertising & Marketing:Marketing & Communication	156	416	-63% ↓	156	3,328	-95% ↓	5,000	5,000
Disability Expo Expenses	-	-	- ■	2,836	-	- ■	-	3,000
Auditors:Auditors Financial	-	-	- ■	3,800	4,000	-5% ↓	4,000	4,000

	FEB 2025	FEB 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-FEB 2025	JUL 2024-FEB 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Bank Fees & Charges	411	375	9% ↑	3,570	3,000	19% ↑	4,500	5,500
Postage General	413	250	65% ↑	2,120	2,000	6% ↑	3,000	3,000
Printing & Stationery:Printing Stat Office Supplies	426	666	-36% ↓	5,010	5,328	-6% ↓	8,000	8,000
Legal Services	-	-	-	1,864	3,000	-38% ↓	3,000	3,000
ABI Specialised Network Support	-	-	-	-	10,000	-100% ↓	10,000	-
Storage of Documents	80	66	22% ↑	631	528	19% ↑	800	800
Subscriptions/Memberships	-	3,500	-100% ↓	-	7,500	-100% ↓	7,500	7,500
CONSULTANTS								
Consultants:HR & IR Contract	356	1,000	-64% ↓	4,456	8,000	-44% ↓	12,000	12,000
Consultants:Quality Audit Consultant	-	3,000	-100% ↓	-	8,000	-100% ↓	8,000	5,500
Total CONSULTANTS	356	4,000	-91% ↓	4,456	16,000	-72% ↓	20,000	17,500
GOVERNANCE								
Governance Expenses:AGM Expenses	-	-	-	225	1,000	-78% ↓	1,000	225
Governance Expenses:Board Meetings Expense/Catering	161	166	-3% ↓	815	1,328	-39% ↓	2,000	2,000
Governance Expenses:Catering Other Meetings etc	-	41	-100% ↓	-	328	-100% ↓	500	500
Governance Expenses:Governance Training	-	416	-100% ↓	-	3,328	-100% ↓	5,000	5,000
Total GOVERNANCE	161	623	-74% ↓	1,040	5,984	-83% ↓	8,500	7,725
INSURANCE								
Insurance Liability Cover	2,053	2,166	-5% ↓	16,424	17,328	-5% ↓	26,000	26,000
Insurance:Insurance Drouin	-	-	-	2,215	2,500	-11% ↓	2,500	2,500
Insurance: Morwell	-	-	-	499	1,500	-67% ↓	1,500	500

	FEB 2025	FEB 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-FEB 2025	JUL 2024-FEB 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Insurance:Insurance Building Newborough	-	-	-	3,304	2,000	65% ↑	2,000	3,300
Insurance Trafalgar	-	-	-	273	300	-9% ↓	300	300
Insurance:Insurance Building Welshpool	-	-	-	-	1,500	-100% ↓	1,500	1,500
Total INSURANCE	2,053	2,166	-5%	22,715	25,128	-10%	33,800	34,100
Total ADMINISTRATION	6,665	14,728	-55%	70,747	108,474	-35%	145,100	139,125
PARTICIPANT SERVICES								
Client Services:Accommodation Welshpool	-	-	-	-	-	-	200	200
Client Services:Activities LV SSG	344	266	29% ↑	2,464	2,128	16% ↑	3,200	3,200
Client Services:Activities Trafalgar SSG	215	200	8% ↑	3,393	1,600	112% ↑	2,400	5,500
Client Services:Activities Wonthaggi SSG	230	291	-21% ↓	2,261	2,328	-3% ↓	3,500	3,500
Client Services:Client Services NDIS Packages	-	41	-100% ↓	30	328	-91% ↓	500	500
Total PARTICIPANT SERVICES	790	798	-1%	8,148	6,384	28%	9,800	12,900
MAINTENANCE REPAIRS EQUIP								
EQUIPMENT								
Maint Repairs Computer/IT Support	-	-	-	586	-	-	-	-
Maint Repairs:Computer Software/Website	4,808	5,166	-7% ↓	39,286	41,328	-5% ↓	62,000	62,000
Maint Repairs:Purchase of Minor Equip	-	-	-	19	-	-	-	-
Maint Repairs:Office Equip/Minor Purchases	-	83	-100% ↓	55	664	-92% ↓	1,000	1,000
Total EQUIPMENT	4,808	5,249	-8%	39,945	41,992	-5%	63,000	63,000
BUILDINGS								
Maint Repairs:Drouin Office	350	500	-30% ↓	3,706	4,000	-7% ↓	6,000	6,000

	FEB 2025	FEB 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-FEB 2025	JUL 2024-FEB 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Maint Repairs Morwell Office	1,347	350	↑ 285%	4,278	2,800	↑ 53%	4,200	4,200
Maint Repairs:Building Newborough	394	416	↓ -5%	4,235	3,328	↑ 27%	5,000	5,000
Maint Repairs:Trafalgar Office	-	41	↓ -100%	-	328	↓ -100%	500	500
Maint Repairs:Welshpool House	-	-	-	-	500	↓ -100%	500	500
Total BUILDINGS	2,091	1,307	60%	12,218	10,956	12%	16,200	16,200
Total MAINTENANCE REPAIRS EQUIP	6,898	6,556	5%	52,163	52,948	-1%	79,200	79,200
RENTS								
Rent:Rent Drouin Office	3,330	2,550	↑ 31%	22,870	19,800	↑ 16%	30,000	36,000
Rent:Rent LV SSG	-	-	-	-	500	↓ -100%	1,000	1,000
Rent Morwell Office	4,221	4,166	↑ 1%	33,151	33,328	↓ -1%	50,000	50,000
Rent:Rent Trafalgar Office	-	-	-	550	500	↑ 10%	500	500
Rent:Rent Wonthaggi SSG	-	-	-	450	1,600	↓ -72%	1,600	1,600
Total RENTS	7,551	6,716	12%	57,021	55,728	2%	83,100	89,100
SALARIES AND ONCOSTS								
Salary and Wages.: Administration	111,652	115,794	↓ -4%	888,478	1,034,250	↓ -14%	1,555,330	1,344,782
Salary and Wages.: NDIS	136,430	135,490	↑ 1%	1,118,740	1,151,666	↓ -3%	1,761,382	1,739,925
Salaries & Wages:Homecare Services	2,246	1,661	↑ 35%	17,487	14,119	↑ 24%	21,600	27,846
Salaries & Wages Overheads:Workcover Top Up	1,536	-	-	16,793	-	-	-	23,000
Salaries & Wages Overheads Staff:Employee Asist Prog	-	-	-	3,000	5,000	↓ -40%	5,000	5,000
Salary and Wages.: Social Support Groups	6,964	6,662	↑ 5%	52,931	56,627	↓ -7%	86,607	86,285

	FEB 2025	FEB 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-FEB 2025	JUL 2024-FEB 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Salaries & Wages Overheads:Personal leave	327	3,109	↓ -89%	39,698	24,872	↑ 60%	37,316 ⁵	63,878
Salaries & Wages Overheads:Long Service Leave	97	-	-	27,762	26,908	↑ 3%	53,816	51,474
Salaries & Wages Overheads:Annual leave	12,087	15,157	↓ -20%	127,296	121,256	↑ 5%	181,887 ⁶	193,625
Salaries & Wages Overheads:CEO Conferences	-	666	↓ -100%	-	5,328	↓ -100%	8,000	8,000
Salaries & Wages Overheads:Staff Amenities	489	1,000	↓ -51%	7,485	11,000	↓ -32%	15,000	15,000
Salaries & Wages Overheads:Staff Recruitment	-	250	↓ -100%	1,245	2,000	↓ -38%	3,000	3,000
Salaries & Wages Overheads:Staff Training Meetings & Wages	406	833	↓ -51%	7,365	16,664	↓ -56%	20,000	20,000
Salaries & Wages Overheads:Superannuation	30,365	31,765	↓ -4%	252,634	270,002	↓ -6%	412,945	396,134
Salaries & Wages Overheads:Workcover Medical Costs	-	-	-	855	-	-	-	855
Salaries & Wages Overheads:Workcover Premium	11,500	10,910	↑ 5%	91,982	87,280	↑ 5%	130,923	125,593
Sleepover Allowance:Sleep Over Allowances NDIS	-	166	↓ -100%	-	1,328	↓ -100%	2,000	2,000
Total SALARIES AND ONCOSTS	314,099	323,463	-3%	2,653,752	2,828,300	-6%	4,294,806	4,106,397
TELEPHONE ALLOWANCES								
Telephone Allowances:Telephone Allow Admin	314	416	↓ -25%	2,658	3,328	↓ -20%	5,000	5,000
Telephone Allowances:Telephone Allow Worth SS	20	20	-	170	160	↑ 6%	240	-
Telephone Allowances:Telephone Allowance Wa SSG	-	-	-	-	-	-	-	240
Total TELEPHONE ALLOWANCES	334	436	-23%	2,828	3,488	-19%	5,240	5,240
TELEPHONE COSTS								
Telephone Internet Office Morwell	526	1,166	↓ -55%	5,824	9,328	↓ -38%	14,000	8,000
Telephone Internet Office Newborough	233	116	↑ 100%	1,298	928	↑ 40%	1,400	1,600

	FEB 2025	FEB 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-FEB 2025	JUL 2024-FEB 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Telephone:Telephone Internet Drouin	280	333	↓ -16%	2,240	2,664	↓ -16%	4,000	3,400
Telephone:Telephone Office Trafalgar	-	41	↓ -100%	-	328	↓ -100%	500	-
Total TELEPHONE COSTS	1,038	1,656	↓ -37%	9,361	13,248	↓ -29%	19,900	13,000
TRAVEL ALLOWANCES								
Travel Allowance:Admin	5,769	5,538	↑ 4%	49,038	47,074	↑ 4%	72,000	72,000
Travel Allowance: NDIS	14,445	16,393	↓ -12%	128,390	139,341	↓ -8%	213,116	197,505
Travel Allowance: SSG	-	33	↓ -100%	-	264	↓ -100%	400	400
Total TRAVEL ALLOWANCES	20,214	21,964	↓ -8%	177,428	186,679	↓ -5%	285,516	269,905
UTILITIES								
Utilities Morwell Council Rates	-	416	↓ -100%	1,134	3,328	↓ -66%	5,000	1,200
Utilities Morwell Electricity	54	-	-	2,797	2,000	↑ 40%	4,000	5,500
Utilities: Morwell Water Rates	-	125	↓ -100%	767	1,000	↓ -23%	1,500	1,500
Utilities:Drouin Council Rates	-	100	↓ -100%	-	800	↓ -100%	1,200	1,200
Utilities:Drouin Electricity	188	133	↑ 42%	1,212	1,064	↑ 14%	1,600	1,600
Utilities:Drouin Gas	59	133	↓ -55%	1,082	1,064	↑ 2%	1,600	2,000
Utilities:Drouin Water Rates	-	100	↓ -100%	50	800	↓ -94%	1,200	100
Utilities:Newborough Council Rates	-	83	↓ -100%	892	664	↑ 34%	1,000	900
Utilities:Newborough Electricity	-	100	↓ -100%	569	800	↓ -29%	1,200	1,200
Utilities:Newborough Water Rates	-	125	↓ -100%	758	1,000	↓ -24%	1,500	-

	FEB 2025	FEB 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-FEB 2025	JUL 2024-FEB 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Utility Expenses Rates Welshpool House	-	-	-	1,044	1,800	-42% ↓	1,800	3,300
Total UTILITIES	302	1,315	-77%	10,304	14,320	-28%	21,600	18,500
VEHICLE EXPENSES								
Vehicle Expenses:Motor Vehicle:Fuel MV	121	125	-4% ↓	1,002	1,000	0% ↑	1,501	1,500
Vehicle Expenses:Motor Vehicle:Insurance MV	-	-	-	5,980	3,400	76% ↑	3,400	6,000
Vehicle Expenses:Motor Vehicle:Registration MV	-	166	-100% ↓	1,229	1,328	-7% ↓	2,000	2,000
Vehicle Expenses:Motor Vehicle:Repairs & Maintenance MV	1,658	208	697% ↑	1,974	1,664	19% ↑	2,500	3,000
Total VEHICLE EXPENSES	1,779	499	256%	10,185	7,392	38%	9,401	12,500
Depreciation	1,158	1,666	-30% ↓	9,202	13,328	-31% ↓	20,000	14,000
Total Operating Expenses	360,827	379,797	-5%	3,061,139	3,290,289	-7%	4,973,663	4,759,867
Net Profit	35,022	17,731	98%	133,722	11,594	1,053%	55,295	152,150

1. Expected Service Levels reduced

Total reduced as a result of service levels being below original estimate

2. Service levels increased since original budget

Total increased as a result of service levels being above original estimate

3. Lease Increase

Drouin Office

4. Admin Salaries

Reduced overall salaries for a number of reasons(will be reviewed every month for improved accuracy)

- 1/ Staff Bonuses discontinued
- 2/ Some positions unfilled for a period of the year
- 3/ Leave taken exceeding the allowed yearly entitlements(leave taken from balance sheet accrual which has been encouraged to lessen liability), hence less time charged to Admin salaries.

5. Personal Leave

Original budget for 5 days per employee(allowed 10). Revised to 8 days to better reflect usage.

6. Annual Leave

High annual leave balances identified and employees taking leave

Balance Sheet

Headway Gippsland Inc

As at 28 February 2025

Accrual Basis

	28 FEB 2025	30 JUNE 2024
Assets		
Bank		
Bank Acc Bendigo:BB General Cash Investment	200,583	537
Bank Acc Bendigo:BB Gift Fund Cash Investment	70,022	338,265
Bank Acc Bendigo:BB Mastercard Account	1,131	2,448
Bank Acc Bendigo:BB Operations	426,352	308,538
Petty Cash LV SSG	271	178
Petty Cash Trafalgar SSG	222	199
Petty Cash Wonthaggi SSG	460	570
SSG Funds Banked:Bank Latrobe V SSG	5,238	4,760
SSG Funds Banked:Bank Trafalgar SSG	-	2,079
SSG Funds Banked:Bank Wonthaggi SSG	2,489	1,418
Total Bank	706,768	658,992
Current Assets		
Accounts Receivable	45,146	69,606
Insurance Paid in Advance	8,219	24,643
Interest Receivable TD	9,711	-
Investments:Bendigo Term Deposit	2,589,656	2,431,085
Investments:Share Investments	500	500
NDIS Clearing - Brevity	(278,710)	(174,693)
NDIS Income Accrued but not received	90,493	102,185
Rental Bond - Drouin Office	2,704	2,704
Rental Bond - Morwell Office	3,750	3,750
Rental Bond - Wonthaggi SSG	150	150
Workcover paid in Advance	45,980	-
Total Current Assets	2,517,599	2,459,930
Fixed Assets		
Fixed Assets:Buildings:Buildings - Donated Property	284,000	284,000
Fixed Assets:Buildings:Buildings - Newborough	470,000	470,000
Plant & Equipment:Furniture & Equipment:Furniture & Equipment Accum Dep	(208,139)	(204,080)
Plant & Equipment:Furniture & Equipment:Furniture & Equipment at Cost	228,444	219,246
Plant & Equipment:Motor Vehicles:Motor Vehicles Accum Dep	(81,407)	(76,263)
Plant & Equipment:Motor Vehicles:Motor Vehicles at Cost	107,171	107,171
Total Fixed Assets	800,068	800,073
Total Assets	4,024,435	3,918,995
Liabilities		
Current Liabilities		
Accounts Payable	54,534	74,343
GST	(4,379)	(2,400)

	28 FEB 2025	30 JUNE 2024
Payroll Liabilities.:Superannuation Liability	31,462 ⁷	28,528
Provision: Provision for RDO Liability	32,897 ⁷	-
Provisions:Provision for Annual Leave	119,626	176,305
Provisions:Provision for LSL	28,451	14,653
Provisions:Provision for Personal Leave	9,261	8,826
SSG Funds Banked:Bank Trafalgar SSG	122	-
Total Current Liabilities	271,974	300,255
Total Liabilities	271,974	300,255
Net Assets	3,752,462	3,618,740
Equity		
Asset Revaluation Reserve	856,869	856,869
Current Year Earnings	133,722	77,016
Retained Earnings	2,761,871	2,684,855
Total Equity	3,752,462	3,618,740

1. Provision for Leave

Funds isolated for Leave Entitlements

2. Depends on PRODA receipts

Depends on timing of receipts and payments for PRODA

3. Reinvested in other investment

Transferred to General Cash Investment

4. Plan Management Fees for February 2025

5. Interest raised monthly

6. Expensed Monthly

7. RDO Split from Annual Leave Accrual

Management Report March 2025

Headway Gippsland Inc

ABN 16 523 652 920

For the month ended 31 March 2025

Prepared by Express Bookkeeping - Warragul

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Executive Summary

Headway Gippsland Inc

For the month ended 31 March 2025

	MAR 2025	FEB 2025	VARIANCE
Cash			
Cash received	4,068,889	3,626,278	12% ↑
Cash spent	3,932,794	3,662,179	7% ↑
Cash surplus (deficit)	136,095	(35,900)	479% ↑
Closing bank balance	842,742	706,647	19% ↑
Profitability			
Income	391,134	395,962	-1% ↓
Direct costs	-	-	-
Gross profit (loss)	391,134	395,962	-1% ↓
Other income	-	-	-
Expenses	372,897	360,940	3% ↑
Profit (loss)	18,237	35,022	-48% ↓
Balance Sheet			
Debtors	150,043	45,135	232% ↑
Creditors	12,296	54,534	-77% ↓
Net assets	3,770,698	3,752,462	0% ↑
Sales			
Number of invoices issued	482	339	42% ↑
Average value of invoices	8,466	10,465	-19% ↓
Performance			
Gross profit margin (%)	100	100	-
Net profit margin (%)	5	9	-47% ↓
Return on investment (p.a.) (%)	6	11	-48% ↓
Position			
Average debtor days	12	3	273% ↑
Average creditor days	-	-	-
Short term cash forecast	137,747	(9,399)	1,565% ↑
Current assets to liabilities	8	12	-33% ↓
Term assets to liabilities	243	-	-

Closing bank balances will vary depending on the Plan Management payment cycle

Debtors include Headway Services billed to NDIS and other PM's. Regularly reviewed by Finance Team

Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 31 March 2025

	ACTUAL	BUDGET	VARIANCE (%)	YTD ACTUAL	YTD BUDGET	VARIANCE (%)	FULL YEAR BUDGET	2025 ANTICIPATED ACTUAL 24/25
Trading Income								
NDIS Services	378,144	386,309	-2%	3,446,733	3,595,928	-4%	4,891,783	4,740,574
Client Services	660	656	1%	5,456	5,904	-8%	7,900	7,100
Other Funding	-	-	-	4,000	500	700%	500	4,000
Other Income	12,330	10,563	17%	129,918	97,079	34%	128,775	167,375
Total Trading Income	391,134	397,528	-2%	3,586,107	3,699,411	-3%	5,028,958	4,919,049
Gross Surplus								
	391,134	397,528	-2%	3,586,107	3,699,411	-3%	5,028,958	4,919,049
Operating Expenses								
Administration	4,734	4,439	7%	47,271	55,801	-15%	72,800	79,800
Participant Services	1,254	798	57%	9,402	7,182	31%	9,800	14,700
Consultants	5,375	1,000	438%	9,831	17,000	-42%	20,000	17,500
Governance Expenses	-	623	-100%	1,040	6,607	-84%	8,500	7,725
Insurance	4,013	2,166	85%	26,728	27,294	-2%	33,800	34,100
Maintenance Repairs	6,026	6,556	-8%	58,730	59,504	-1%	79,200	82,000
Rent	7,551	6,716	12%	64,572	62,444	3%	83,100	89,100
Salary & Wage Overheads	319,685	336,917	-5%	2,973,009	3,175,217	-6%	4,304,806	4,106,397
Telephone Allowance	334	436	-23%	3,162	3,924	-19%	5,240	5,240
Telephone	928	1,656	-44%	10,289	14,904	-31%	19,900	13,000
Travel Allowance	21,075	21,964	-4%	198,502	208,643	-5%	285,516	269,905
Utilities	1,228	2,315	-47%	11,531	16,635	-31%	21,600	18,500
Vehicle Expenses	695	499	39%	10,880	7,891	38%	9,401	12,500

	ACTUAL	BUDGET	VARIANCE (%)	YTD ACTUAL	YTD BUDGET	VARIANCE (%)	FULL YEAR BUDGET	2025 ANTICIPATED ACTUAL 24/25
Depreciation	-	1,666	-100%	9,202	14,994	-39%	20,000	14,000
Total Operating Expenses	372,897	387,751	-4%	3,434,149	3,678,040	-7%	4,973,663	4,764,467
Net Surplus/(Deficit)	18,237	9,777	87%	151,959	21,371	611%	55,295	154,582

Budget Variance

Headway Gippsland Inc

For the month ended 31 March 2025

Accrual Basis

	MAR 2025	MAR 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-MAR 2025	JUL 2024-MAR 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Trading Income								
NDIS SERVICES								
3NDIS Services:NDIS Plan Man Fees	102,746	102,256	0% ↑	911,023	920,304	-1% ↓	1,227,079	1,211,000
3NDIS Services:NDIS Plan Man Set Up Fees	8,365	9,294	-10% ↓	77,616	83,646	-7% ↓	111,528	104,000 ¹
3NDIS Services:NDIS Personal Services	201,999	210,600	-4% ↓	1,861,081	1,999,800	-7% ↓	2,737,990	2,599,020 ²
3NDIS Services NDIS Home Care	3,786	2,326	63% ↑	31,042	22,098	40% ↑	30,240	44,554
3NDIS Services:NDIS SSG Income	10,034	8,833	14% ↑	86,306	77,080	12% ↑	108,000	122,000
3NDIS Services:NDIS Support Co_Ord Fee	51,214	53,000	-3% ↓	479,665	493,000	-3% ↓	676,946	660,000
Total NDIS SERVICES	378,144	386,309	-2%	3,446,733	3,595,928	-4%	4,891,783	4,740,574
PARTICIPATION CONTRIBUTIONS								
Client Contributions:Client Contributions Latrobe	230	166	39% ↑	2,446	1,494	64% ↑	2,000	3,000
Client Contributions:Client Contributions Trafalgar	220	208	6% ↑	1,385	1,872	-26% ↓	2,500	1,900
Client Contributions:Client Contributions Wonthaggi	210	266	-21% ↓	1,625	2,394	-32% ↓	3,200	2,000
Client Contributions:Sponsorships/Fundraising	-	16	-100% ↓	-	144	-100% ↓	200	200
Total PARTICIPATION CONTRIBUTIONS	660	656	1%	5,456	5,904	-8%	7,900	7,100
OTHER FUNDING								
Other Funding Expo Funding TILT	-	-	- —	4,000	-	- —	-	4,000

	MAR 2025	MAR 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-MAR 2025	JUL 2024-MAR 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Other Funding:Welshpool House Income	-	-	- 	-	500	-100% 	500	-
Other Funding Workcover Reimb	2,336	-	- 	16,996	-	- 	-	23,000
Total OTHER FUNDING	2,336	-	-	20,996	500	4,099%	500	27,000
OTHER INCOME								
Other income:Dividends	-	-	- 	65	75	-13% 	75	75
Other income:Donations	100	63	59% 	100	2,304	-96% 	2,500	2,500
Other income:Interest	9,894	10,500	-6% 	110,111	94,500	17% 	126,000	139,000
Other income:Memberships	-	-	- 	45	200	-77% 	200	200
Rental Income Newborough Office	-	-	- 	2,600	-	- 	-	2,600
Total OTHER INCOME	9,994	10,563	-5%	112,922	97,079	16%	128,775	144,375
Total Trading Income	391,134	397,528	-2%	3,586,107	3,699,411	-3%	5,028,958	4,919,049
Gross Profit	391,134	397,528	-2%	3,586,107	3,699,411	-3%	5,028,958	4,919,049
Operating Expenses								
ADMINISTRATION								
Accounting/Bookkeeping	3,014	2,500	21% 	24,464	22,500	9% 	30,000	33,000
Accounting Finance Contract	-	-	- 	800	1,350	-41% 	5,000	5,000
Advertising & Marketing:Advertising General	-	166	-100% 	300	1,494	-80% 	2,000	2,000
Advertising & Marketing:Marketing & Communication	-	416	-100% 	156	3,744	-96% 	5,000	5,000
Disability Expo Expenses	-	-	- 	2,836	-	- 	-	3,000
Auditors:Auditors Financial	-	-	- 	3,800	4,000	-5% 	4,000	4,000

	MAR 2025	MAR 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-MAR 2025	JUL 2024-MAR 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Bank Fees & Charges	419	375	12% ↑	3,989	3,375	18% ↑	4,500	5,500
Postage General	437	250	75% ↑	2,557	2,250	14% ↑	3,000	3,000
Printing & Stationery:Printing Stat Office Supplies	786	666	18% ↑	5,796	5,994	-3% ↓	8,000	8,000
Legal Services	-	-	- —	1,864	3,000	-38% ↓	3,000	3,000
ABI Specialised Network Support	-	-	- —	-	10,000	-100% ↓	10,000	-
Storage of Documents	78	66	18% ↑	709	594	19% ↑	800	800
Subscriptions/Memberships	-	-	- —	-	7,500	-100% ↓	7,500	7,500
CONSULTANTS								
Consultants:HR & IR Contract	375	1,000	-63% ↓	4,831	9,000	-46% ↓	12,000	12,000
Consultants:Quality Audit Consultant	5,000	-	- —	5,000	8,000	-38% ↓	8,000	5,500
Total CONSULTANTS	5,375	1,000	438%	9,831	17,000	-42%	20,000	17,500
GOVERNANCE								
Governance Expenses:AGM Expenses	-	-	- —	225	1,000	-78% ↓	1,000	225
Governance Expenses:Board Meetings Expense/Catering	-	166	-100% ↓	815	1,494	-45% ↓	2,000	2,000
Governance Expenses:Catering Other Meetings etc	-	41	-100% ↓	-	369	-100% ↓	500	500
Governance Expenses:Governance Training	-	416	-100% ↓	-	3,744	-100% ↓	5,000	5,000
Total GOVERNANCE	-	623	-100%	1,040	6,607	-84%	8,500	7,725
INSURANCE								
Insurance Liability Cover	2,053	2,166	-5% ↓	18,477	19,494	-5% ↓	26,000	26,000
Insurance:Insurance Drouin	-	-	- —	2,215	2,500	-11% ↓	2,500	2,500
Insurance: Morwell	1,960	-	- —	2,459	1,500	64% ↑	1,500	500

	MAR 2025	MAR 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-MAR 2025	JUL 2024-MAR 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Insurance:Insurance Building Newborough	-	-	- 	3,304	2,000	65% 	2,000	3,300
Insurance Trafalgar	-	-	- 	273	300	-9% 	300	300
Insurance:Insurance Building Welshpool	-	-	- 	-	1,500	-100% 	1,500	1,500
Total INSURANCE	4,013	2,166	85%	26,728	27,294	-2%	33,800	34,100
Total ADMINISTRATION	14,122	8,228	72%	84,870	116,702	-27%	145,100	139,125
PARTICIPANT SERVICES								
Client Services:Accommodation Welshpool	-	-	- 	-	-	- 	200	200
Client Services:Activities LV SSG	705	266	165% 	3,169	2,394	32% 	3,200	5,000
Client Services:Activities Trafalgar SSG	333	200	66% 	3,726	1,800	107% 	2,400	5,500
Client Services:Activities Wonthaggi SSG	190	291	-35% 	2,451	2,619	-6% 	3,500	3,500
Client Services:Client Services NDIS Packages	27	41	-35% 	56	369	-85% 	500	500
Total PARTICIPANT SERVICES	1,254	798	57%	9,402	7,182	31%	9,800	14,700
MAINTENANCE REPAIRS EQUIP								
EQUIPMENT								
Maint Repairs Computer IT Support	-	-	- 	586	-	- 	-	-
Maint Repairs:Computer Software/Website	4,271	5,166	-17% 	43,556	46,494	-6% 	62,000	62,000
Maint Repairs:Purchase of Minor Equip	-	-	- 	19	-	- 	-	-
Maint Repairs:Office Equip/Minor Purchases	-	83	-100% 	55	747	-93% 	1,000	1,000
Total EQUIPMENT	4,271	5,249	-19%	44,216	47,241	-6%	63,000	63,000
BUILDINGS								
Maint Repairs:Drouin Office	270	500	-46% 	4,515	4,500	0% 	6,000	6,000

	MAR 2025	MAR 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-MAR 2025	JUL 2024-MAR 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Maint Repairs Morwell Office	698	350	99% ↑	4,975	3,150	58% ↑	4,200	6,000
Maint Repairs:Building Newborough	788	416	89% ↑	5,023	3,744	34% ↑	5,000	6,000
Maint Repairs:Trafalgar Office	-	41	-100% ↓	-	369	-100% ↓	500	500
Maint Repairs:Welshpool House	-	-	- —	-	500	-100% ↓	500	500
Total BUILDINGS	1,756	1,307	34%	14,514	12,263	18%	16,200	19,000
Total MAINTENANCE REPAIRS EQUIP	6,026	6,556	-8%	58,730	59,504	-1%	79,200	82,000
RENTS								
Rent:Rent Drouin Office	3,330	2,550	31% ↑	26,200	22,350	17% ↑	30,000	36,000
Rent:Rent LV SSG	-	-	- —	-	500	-100% ↓	1,000	1,000
Rent Morwell Office	4,221	4,166	1% ↑	37,371	37,494	0% ↓	50,000	50,000
Rent:Rent Trafalgar Office	-	-	- —	550	500	10% ↑	500	500
Rent:Rent Wonthaggi SSG	-	-	- —	450	1,600	-72% ↓	1,600	1,600
Total RENTS	7,551	6,716	12%	64,572	62,444	3%	83,100	89,100
SALARIES AND ONCOSTS								
Salary and Wages.: Administration	111,395	115,794	-4% ↓	999,804	1,150,044	-13% ↓	1,555,330	1,344,782
Salary and Wages.: NDIS	136,598	135,490	1% ↑	1,255,338	1,287,156	-2% ↓	1,761,382	1,739,925
Salaries & Wages:Homecare Services	2,496	1,661	50% ↑	19,687	15,780	25% ↑	21,600	27,846
Salaries & Wages Overheads:Workcover Top Up	1,632	-	- —	18,425	-	- —	-	23,000
Salaries & Wages Overheads Staff:Employee Asist Prog	-	-	- —	3,000	5,000	-40% ↓	5,000	5,000
Salary and Wages.: Social Support Groups	7,008	6,662	5% ↑	59,940	63,289	-5% ↓	86,607	86,285

	MAR 2025	MAR 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-MAR 2025	JUL 2024-MAR 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Salaries & Wages Overheads:Personal leave	2,486	3,109	-20% ↓	42,184	27,981	51% ↑	37,316	63,878
Salaries & Wages Overheads:Long Service Leave	95	13,454	-99% ↓	27,858	40,362	-31% ↓	53,816	51,474
Salaries & Wages Overheads:Annual leave	12,107	15,157	-20% ↓	139,403	136,413	2% ↑	181,887	193,625
Salaries & Wages Overheads:CEO Conferences	3,715	666	458% ↑	3,715	5,994	-38% ↓	8,000	8,000
Salaries & Wages Overheads:Staff Amenities	643	1,000	-36% ↓	8,127	12,000	-32% ↓	15,000	15,000
Salaries & Wages Overheads:Staff Recruitment	415	250	66% ↑	1,660	2,250	-26% ↓	3,000	3,000
Salaries & Wages Overheads:Staff Training Meetings & Wages	205	833	-75% ↓	7,570	17,497	-57% ↓	20,000	20,000
Salaries & Wages Overheads:Superannuation	29,395	31,765	-7% ↓	281,982	301,767	-7% ↓	412,945	396,134
Salaries & Wages Overheads:Workcover Medical Costs	-	-	- —	855	-	- —	-	855
Salaries & Wages Overheads:Workcover Premium	11,495	10,910	5% ↑	103,461	98,190	5% ↑	130,923	125,593
Sleepover Allowance:Sleep Over Allowances NDIS	-	166	-100% ↓	-	1,494	-100% ↓	2,000	2,000
Total SALARIES AND ONCOSTS	319,685	336,917	-5%	2,973,009	3,165,217	-6%	4,294,806	4,106,397
TELEPHONE ALLOWANCES								
Telephone Allowances:Telephone Allow Admin	314	416	-25% ↓	2,972	3,744	-21% ↓	5,000	5,000
Telephone Allowances:Telephone Allow Worth SS	20	20	- —	190	180	6% ↑	240	-
Telephone Allowances:Telephone Allowance Wa SSG	-	-	- —	-	-	- —	-	240
Total TELEPHONE ALLOWANCES	334	436	-23%	3,162	3,924	-19%	5,240	5,240
TELEPHONE COSTS								
Telephone Internet Office Morwell	415	1,166	-64% ↓	6,239	10,494	-41% ↓	14,000	8,000
Telephone Internet Office Newborough	233	116	100% ↑	1,530	1,044	47% ↑	1,400	1,600

	MAR 2025	MAR 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-MAR 2025	JUL 2024-MAR 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Telephone:Telephone Internet Drouin	280	333	-16% ↓	2,520	2,997	-16% ↓	4,000	3,400
Telephone:Telephone Office Trafalgar	-	41	-100% ↓	-	369	-100% ↓	500	-
Total TELEPHONE COSTS	928	1,656	-44%	10,289	14,904	-31%	19,900	13,000
TRAVEL ALLOWANCES								
Travel Allowance:Admin	5,769	5,538	4% ↑	54,807	52,612	4% ↑	72,000	72,000
Travel Allowance: NDIS	15,305	16,393	-7% ↓	143,695	155,734	-8% ↓	213,116	197,505
Travel Allowance: SSG	-	33	-100% ↓	-	297	-100% ↓	400	400
Total TRAVEL ALLOWANCES	21,075	21,964	-4%	198,502	208,643	-5%	285,516	269,905
UTILITIES								
Utilities Morwell Council Rates	-	416	-100% ↓	1,134	3,744	-70% ↓	5,000	1,200
Utilities Morwell Electricity	906	1,000	-9% ↓	3,704	3,000	23% ↑	4,000	5,500
Utilities: Morwell Water Rates	-	125	-100% ↓	767	1,125	-32% ↓	1,500	1,500
Utilities:Drouin Council Rates	-	100	-100% ↓	-	900	-100% ↓	1,200	1,200
Utilities:Drouin Electricity	148	133	11% ↑	1,360	1,197	14% ↑	1,600	1,600
Utilities:Drouin Gas	-	133	-100% ↓	1,082	1,197	-10% ↓	1,600	2,000
Utilities:Drouin Water Rates	17	100	-83% ↓	66	900	-93% ↓	1,200	100
Utilities:Newborough Council Rates	-	83	-100% ↓	892	747	19% ↑	1,000	900
Utilities:Newborough Electricity	157	100	57% ↑	726	900	-19% ↓	1,200	1,200
Utilities:Newborough Water Rates	-	125	-100% ↓	758	1,125	-33% ↓	1,500	-

	MAR 2025	MAR 2025 OVERALL BUDGET	VARIANCE %	JUL 2024-MAR 2025	JUL 2024-MAR 2025 OVERALL BUDGET	VARIANCE %	2024/25 BUDGET	ANTICIPATED ACTUAL 24/25
Utility Expenses Rates Welshpool House	-	-	- 	1,044	1,800	-42% 	1,800	3,300
Total UTILITIES	1,228	2,315	-47%	11,531	16,635	-31%	21,600	18,500
VEHICLE EXPENSES								
Vehicle Expenses:Motor Vehicle:Fuel MV	233	125	86% 	1,235	1,125	10% 	1,501	1,500
Vehicle Expenses:Motor Vehicle:Insurance MV	-	-	- 	5,980	3,400	76% 	3,400	6,000
Vehicle Expenses:Motor Vehicle:Registration MV	-	166	-100% 	1,229	1,494	-18% 	2,000	2,000
Vehicle Expenses:Motor Vehicle:Repairs & Maintenance MV	462	208	122% 	2,436	1,872	30% 	2,500	3,000
Total VEHICLE EXPENSES	695	499	39%	10,880	7,891	38%	9,401	12,500
Depreciation	-	1,666	-100% 	9,202	14,994	-39% 	20,000	14,000
Total Operating Expenses	372,897	387,751	-4%	3,434,149	3,678,040	-7%	4,973,663	4,764,467
Net Profit	18,237	9,777	87%	151,959	21,371	611%	55,295	154,582

1. Expected Service Levels reduced

Total reduced as a result of service levels being below original estimate

2. Service levels increased since original budget

Total increased as a result of service levels being above original estimate

3. Lease Increase

Drouin Office

4. Admin Salaries

Reduced overall salaries for a number of reasons(will be reviewed every month for improved accuracy)

- 1/ Staff Bonuses discontinued
- 2/ Some positions unfilled for a period of the year
- 3/ Leave taken exceeding the allowed yearly entitlements(leave taken from balance sheet accrual which has been encouraged to lessen liability), hence less time charged to Admin salaries.

5. Personal Leave

Original budget for 5 days per employee(allowed 10). Revised to 8 days to better reflect usage.

6. Annual Leave

High annual leave balances identified and employees taking leave

Balance Sheet

Headway Gippsland Inc

As at 31 March 2025

Accrual Basis

	31 MAR 2025	30 JUNE 2024
Assets		
Bank		
Bank Acc Bendigo:BB General Cash Investment	200,706	537
Bank Acc Bendigo:BB Gift Fund Cash Investment	70,065	338,265
Bank Acc Bendigo:BB Mastercard Account	6,588	2,448
Bank Acc Bendigo:BB Operations	556,598	308,538
Petty Cash LV SSG	119	178
Petty Cash Trafalgar SSG	222	199
Petty Cash Wonthaggi SSG	304	570
SSG Funds Banked:Bank Latrobe V SSG	5,389	4,760
SSG Funds Banked:Bank Trafalgar SSG	-	2,079
SSG Funds Banked:Bank Wonthaggi SSG	2,829	1,418
Total Bank	842,820	658,992
Current Assets		
Accounts Receivable	150,043	69,606
Insurance Paid in Advance	6,166	24,643
Interest Receivable TD	19,422	-
Investments:Bendigo Term Deposit	2,589,656	2,431,085
Investments:Share Investments	500	500
NDIS Clearing - Brevity	(350,718)	(174,693)
NDIS Income Accrued but not received	101,284	102,185
Rental Bond - Drouin Office	3,631	2,704
Rental Bond - Morwell Office	3,750	3,750
Rental Bond - Wonthaggi SSG	150	150
Workcover paid in Advance	34,480	-
Total Current Assets	2,558,363	2,459,930
Fixed Assets		
Fixed Assets:Buildings:Buildings - Donated Property	284,000	284,000
Fixed Assets:Buildings:Buildings - Newborough	470,000	470,000
Plant & Equipment:Furniture & Equipment:Furniture & Equipment Accum Dep	(208,139)	(204,080)
Plant & Equipment:Furniture & Equipment:Furniture & Equipment at Cost	228,444	219,246
Plant & Equipment:Motor Vehicles:Motor Vehicles Accum Dep	(81,407)	(76,263)
Plant & Equipment:Motor Vehicles:Motor Vehicles at Cost	107,171	107,171
Total Fixed Assets	800,068	800,073
Total Assets	4,201,252	3,918,995
Liabilities		
Current Liabilities		
Accounts Payable	12,296	74,343
GST	(7,331)	(2,400)

	31 MAR 2025	30 JUNE 2024
Income in Advance	118,102	-
Payroll Liabilities.:Payroll Liabilities PAYG	52,936	-
Payroll Liabilities.:Salary Packaging	621	-
Payroll Liabilities.:Superannuation Liability	62,718	28,528
Provision: Provision for RDO Liability	35,311	-
Provisions:Provision for Annual Leave	115,502	176,305
Provisions:Provision for LSL	27,589	14,653
Provisions:Provision for Personal Leave	9,439	8,826
Rounding	-	-
SSG Funds Banked:Bank Trafalgar SSG	79	-
Total Current Liabilities	427,263	300,255
Non-current Liabilities		
Wages Payable - Payroll	3,291	-
Total Non-current Liabilities	3,291	-
Total Liabilities	430,554	300,255
Net Assets	3,770,698	3,618,740
Equity		
Asset Revaluation Reserve	856,869	856,869
Current Year Earnings	151,959	77,016
Retained Earnings	2,761,871	2,684,855
Total Equity	3,770,698	3,618,740

1. Provision for Leave

Funds isolated for Leave Entitlements

2. Depends on PRODA receipts

Depends on timing of receipts and payments for PRODA

3. Reinvested in other investment

Transferred to General Cash Investment

4. Plan Management Fees for February 2025

5. Interest raised monthly

6. Expensed Monthly

7. RDO Split from Annual Leave Accrual

Adjusted Monthly

- (i) transmitting the document by email; or
- (ii) transmitting, by email, notice that the document may be viewed and downloaded at an internet address given in that notice or may be viewed and downloaded through a hyperlink given in that notice.

15. Inconsistencies

The parties confirm and agree that, should there be any inconsistency between the standard terms and conditions of the Lease and this Annexure 1, then this Annexure 1 shall prevail.

LANDLORD:

.....

TENANT:

.....

ANNEXURE 2

SPECIAL CONDITION

1. Term of Less Than 5 Years

- (a) The Tenant acknowledges that pursuant to section 21(1) of the Retail Leases Act 2003, the term of a retail premises lease, including any further term or terms provided for by an option for the tenant to renew the lease, must be at least 5 years.
- (b) The Tenant further acknowledges and accepts that this Lease is subject to and conditional upon the Tenant obtaining from the Small Business Commissioner a certificate pursuant to section 21(5) of the Retail Leases Act 2003 whereby the Tenant waives its rights pursuant to section 21(1) of the Retail Leases Act 2003 (***Waiver Certificate***).
- (c) The Tenant shall use all reasonable endeavours to obtain the Waiver Certificate as soon as is practicable and upon receipt thereof the Tenant shall provide the Landlord with a copy of the Waiver Certificate.
- (d) No failure to exercise nor any delay in exercising any right, power or remedy by a party operates as a waiver. A single or partial exercise of any right, power or remedy does not preclude any other or further exercise of that or any other right, power or remedy. A waiver is not valid or binding on the party granting that waiver unless made in writing.
- (e) The parties agree that if the Tenant fails to provide the Landlord with a copy of the Waiver Certificate within **thirty (30) days** of the date of this Lease, then the Landlord may by written notice to the Tenant terminate this Lease in which case this Lease will be at an end and the Tenant will have no further estate or interest in the Premises or the Lease and neither party will be liable for any loss or damage suffered by the other as a result of the termination of this Lease.

LANDLORD:

TENANT:



Executed as a deed and if by a corporation, in the manner referred to in section 127 of the Corporations Act 2001.

Signed sealed and delivered by the landlord

J JIREH PTY LTD ATF YULI
SUPERANNUATION FUND

Director Name:

Director sign here

Director/Company
Secretary Name:

Director/Company Secretary sign here

in the presence of
Witness Name:

Witness sign here

Signed sealed and delivered by the tenant

HEADWAY GIPPSLAND INC

Director Name:

Director sign here

Director/Company
Secretary Name:

Director/Company Secretary sign here

in the presence of
Witness Name:

Witness sign here

REIV

PART 10 TENANT ACKNOWLEDGEMENTS AND SIGNATURE**21 Acknowledgements by the tenant**

By signing this disclosure statement, the tenant confirms and acknowledges that the tenant received this disclosure statement.

Before entering into a lease, tenants should consider these key questions:

- Does the planning authority allow your proposed use for the premises under planning law?
- Is the security of your occupancy affected by:
 - mortgages, charges or encumbrances granted by the landlord?
 - rights and obligations under a head lease?
- Does the premises comply with building and safety regulations? Is the premises affected by outstanding notices by any authority?
- Could your trading be affected by disturbances or changes to the building?
- Does the landlord require you to refurbish the premises regularly or at the end of the lease?
- Can the landlord end the lease early even if you comply with the lease?
- Are all the existing structures, fixtures and plant and equipment in good working order?
- Are you required to make good the premises at the end of the lease?

22 Tenant's signature

It is important that a tenant seek independent legal and financial advice before entering into a lease.

22.1 Name of tenant

HEADWAY GIPPSLAND INC

22.2 Signed by the tenant or for and on behalf of the tenant

.....

22.3 Name of the tenant's authorised representative

22.4 Date / /20