



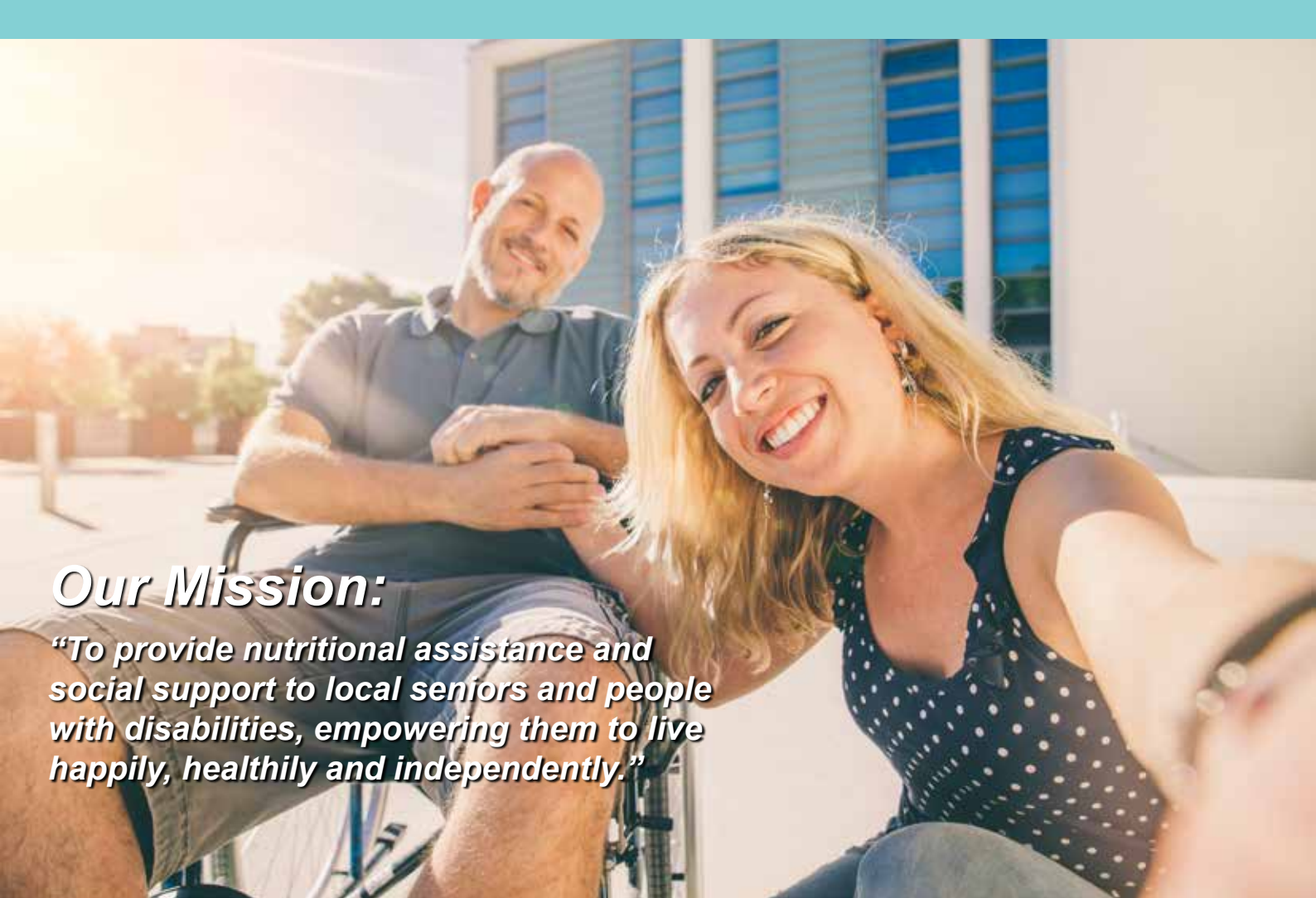
**Meals on Wheels**  
Central Coast

**More  
than just  
a meal**



# Annual Report

2016 - 2017



## ***Our Mission:***

***“To provide nutritional assistance and social support to local seniors and people with disabilities, empowering them to live happily, healthily and independently.”***

For 50 years, Meals on Wheels Central Coast has proudly catered to the local community, providing affordable, nutritious meals, social support and a helping hand to Central Coast seniors and younger people with a disability.

Assisted by an army of dedicated volunteers, we continue to provide our trusted service, empowering our clients to live happily, healthily and independently in their own homes.

## **Board of Directors**



### **Ron Thomsen**

**Chair / Treasurer**

Ron has held Executive Management Positions, including an Administrator of Banking Divisions both locally and internationally. He has had wide ranging experience in large project/structured financings and in the provision of Corporate Advice. Over the last 15 years Ron has served on a large number of Central Coast Not for Profit Boards, mainly in the Aged and Disability fields. Ron has been on the Meals on Wheels Central Coast Board for 5 years, and the last year as Chair. He has also been Treasurer for 3 years. Ron is currently a Director of Kariong Neighbourhood Centre Inc. He is interested in Board Governance in the Not for Profit Sector. Ron's Sub-Committee Roles include Chair of the Finance and Risk Committee and Director of One Direct Services Pty Ltd (MoWCC Subsidiary). He holds a Bachelor of Arts (Accounting and Economics), Diploma of Banking and a Management Certificate. Ron is currently an Associate of the Institute of Community Directors, the Institute of Project Management, the Fund Raising Institute of Australia and the Institute of Risk Management.

# Board of Directors (cont.)



**Gail Ransley**  
Secretary

Gail retired in 2010 after running her own business for 30 years. She has been involved with Meals on Wheels for 24 years as a meal deliverer and on the Board for 17 years. During that time Gail was Secretary of Gosford City Food Services Inc. for 7 years and Treasurer for 1 year. Gail was also Treasurer for Central Coast Meals on Meals Inc for 4 years and Chair for 1 year. Gail was then Chair of Meals on Wheels Central Coast Ltd for 3 years and also undertook the Treasurer role for 7 months. This past year Gail has been the Secretary and became a Director of One Direct Services Pty. Ltd. Gail will be retiring from the Board at this year's AGM.



**Karen Ansen**  
Director

Karen has worked in Commonwealth and State government positions for most of her early career, she stepped into legal roles in the 2000s and was admitted to the Supreme Court as a practicing solicitor in 2013. She currently serves as an Employee Relations Specialist for performHR, operating largely in the Workplace Law space.

Karen holds a Bachelor of Laws and a Graduate Diploma of Legal Studies (GDLP), holding a legal practising certificate from 2013.



**Debbie Carroll**  
Director

Debbie serves as the Manager of the Central Coast Business Enterprise Centre and also as Senior Business Advisor. She holds qualifications in Small Business Management with extensive Sales, Promotional, Marketing and Management skills. Debbie brings to Meals on Wheels Central Coast her expertise and passion for helping organisations prosper and grow.



**Ray Mainwaring**  
Director

Ray has lived in the Central Coast area for some 35 years and during his work career was a mechanic and also served in the hospitality and sales areas. Ray is a passionate volunteer delivering meals for the past 11 years and sometimes does up to four rosters per week. He has held the position on the Board of Quality Control oversight and advises the Board on client feedback in this area. Ray has a keen interest in ensuring that the clients are well looked after and is a staunch advocate of the volunteers in regard to their safety and their activities.

# Board of Directors (cont.)



**Ben Purdue**

Director

Ben is a passionate and successful real estate investor who brings to Meals on Wheels Central Coast a deep local knowledge and sharp business acumen. He works as the Commercial Sales and Leasing Executive and Business Broker at Raine & Horne Coastal (covering Raine & Horne's Terrigal, Avoca Beach, Erina and Saratoga offices). Ben is also Director of the Purdue Investment Group, managing the group's portfolio comprising of Commercial, Residential and Business investments.



**Jeremy Yates**

Director

Jeremy is an accomplished financial services executive. His career encompassed work with both Australian and international financial institutions where he demonstrated success in growing businesses by meeting challenges from stakeholder negotiations, marketing, strategy formulation, building teams and organisational structuring. He joined the Meals on Wheels Central Coast Board in March, 2017. Holding a Bachelor of Economics (Accounting) and a Master of Applied Finance, Jeremy is a Certified Practicing Accountant Fellow and a graduate of the Australian Institute of Company Directors (FAICD). His Sub-Committee Roles include Member of the Finance and Risk Committee, Director of One Direct Services Pty Ltd (MoWCC subsidiary).

## Chairperson's Report

What an exciting, challenging and celebratory year we experienced in 2016/17. Our financial year, which in 2017 is the 50th Anniversary of our Service on the Central Coast, has been marked with a number of achievements. We have moved considerably to establish an improved mitigation on reliance on Government Funding and to elevate our profile, not only within the Meals on Wheels fraternity in New South Wales, but also in our NFP Sector on the Central Coast.

Importantly, we continue to grow our client base, which is now close to 700, especially in regard to the disability sector. We offer expanded services, not only to our Meals on Wheels clients but also to the Central Coast Community, to truly support our tag line of "more than just a meal".

We started the year with a Strategy considering and planning for the potential loss or changes to our Government Funding, which was heralded to occur on 1/7/18. Without any advices as to the magnitude or structure of the reduction in funding changes we embarked on discussions with local Politicians, both State and Federal, who are in largely marginal seats in Gosford and Wyong, and we were well received. Our case to have more disclosure in what impact the funding changes may have on our, and other NFP's in 2018, to allow for pre Planning was accepted and understood. It transpires that our Government Funding has been extended from 1/7/18 until 1/7/20, although it is still unclear how the extended change in funding will be structured.

Governance training, and the Board composition is a key strategy and a Risk consideration in regard to succession planning. In regard to Board composition, Cindy Kirksmith had to tender her resignation in January 2017 due to competing personal and business pressures. We thank Cindy for her contribution and wish her well in her future employment endeavours. Jeremy Yates joined the Board in March 2017, providing an excellent financial and business background, and he is also welcomed as a member of the Finance and Risk Committee.

During the period we organised for the training of all new Board members in Board Governance. Two Board members also attended the Better Boards Conference in Brisbane for enhancing Board Governance knowledge and skills. As Chair, I thank all Board members for your volunteer time, commitment and provision of expertise in the Governance of our Business. Very much appreciated.

The Board has been alerted of the intention of Gail Ransley, currently our Company Secretary, to resign at the upcoming Annual General Meeting. Gail has served on the Committee/Board, in various Central Coast Meals on Wheels Services pre amalgamations, for 16 years, and in that time held a number of Executive Positions, including Treasurer and President. Gail will continue to deliver Meals, which she has been doing for 24 years. Gail's experience and background of our Service is irreplaceable and she will be greatly missed as a knowledgeable, hard working member of the Board. A sincere thank you to Gail for her very long term commitment to our Service.

The Management Team has undergone considerable change. There have been some employees whom have elected to move on, including the long serving Robyn Bowen who was our Compliance Officer, Lisa Colquhoun our Marketing Manager, and in June 2017, Peter Tanswell, the Finance Manager resigned. We are very happy to welcome our new hires in Aaron Shipley to the Finance Manager role, Pip Wilson has assumed the Marketing Manager position and Leesa OKeefe has replaced Robyn Bowen. John Pastor has also joined the Team to try and tap a very competitive fund raising market.

Dennis, our Chief Executive Officer, has been busy in assimilating the new team members whilst continuing to expand the business, and in addressing new initiatives. Thank you Dennis for your enthusiasm, work in implementing all our Strategies and contributing your personal time in organising fund raising and promotional events. Well done.

Our volunteers remain our strength and key competitive advantage in being able to offer free delivery of our meals to clients, and also provide assistance with our socialisation programs. In August, 2017 we were pleased to recognise two volunteers in Viv Eagle and Brenda Fairley who have been delivering meals for 50 years - a tremendous achievement and evidence of the dedication of our volunteers. The recognition was extra special because it coincided with our formal 50th Anniversary of the Service celebrations. On behalf of the Board and staff I would again like to express our appreciation and thanks to all volunteers.

We have moved strategically during the year to establish a for profit arm, in One Direct Services Pty Ltd, which is a wholly owned subsidiary of Meals on Wheels Central Coast Limited. One Direct Services offers a range of products and services to the wider Central Coast Community and has currently registered Trading Names in:

- Combined Home Services; which provides a range of in home services including personal care, cleaning, gardening, maintenance etc
- Furry Friends; a marketer of quality pet foods and services
- Coast Cuisine; a premium frozen food line

Other trading names and products to sell are being investigated. The objective of One Direct Services is to generate surpluses which will be repatriated to assist in meeting the costs of our traditional Meals on Wheels Business.

Also, part of a wider and integrated Strategy, we have formed two new Associations, with the signing of Memorandums of Understanding, with:

1. Home Instead Senior Service Central Coast (November, 2016) to provide in home care services to those of our clients who are in receipt of Government Care packages.
2. Flagstaff Group (August, 2017), which cements a relationship with our largest frozen food supplier, but also provides support with a range of other activities, including knowledge of the disability sector.

Other relationship discussions are currently on going, to compliment our planning, and especially for expanding food provision to disabled people on the Central Coast.

We look forward to another year of delivering quality services to our growing client base, and to continue on our path to ensure that our Service remains a strong contributor to our Community for many years to come.

Ron Thomsen  
Chair

1 November, 2017

# CEO's Report

I would like to thank my loyal staff and volunteers for the work and support they have given to Meals on Wheels Central Coast during 2016-2017 period. Thank you to the Board of Directors for the vision and the courage to make change, and for providing support to ensure change is sustainable.

As an organisation we have made good decisions based on sound practice and strategy. There have been learning curves for all of us as we move through the development of our businesses. As CEO, I can see some unique opportunities as we grow and expand our services on the Central Coast and beyond. Some of these will be an extension of food services and others will be a growth and expansion of existing community services in the region.

We have been afforded some remarkable opportunities with the Meals on Wheels Central Coast brand at the forefront of what we do. A recent Chinese Government Official visit attests to the fact that we are seen as a prime example of an innovative and progressive Meals on Wheels Service in Australia. We have acted with good intent when dealing with prospective partners, and will continue to work alongside credible community and private sector organisations in partnership both as a non profit and for profit service whenever the opportunity presents.

In the last year we have walked the talk. It is not my intention to sit on my hands and live in hope. With the future proofing of MOWCC there will come growing pains and change. Looking at what we have done and where we need to be through to 2020 will require the on going skills of our dynamic board and the concerted efforts of Management and staff who are focussed on achieving targets and timelines in terms of our strategic planning.

I look forward to working with our Board to put this together to make this happen. Our decisions will need to be based on sound collective common sense, a big part of that will being a pragmatic business focus. Private and public sector feedback from the recent Better Board conference indicated this was going to be an essential part of our growth and survival as an entity.

In terms of growth I can assure you that we have the core facilities and the capacity to build and future proof our business in the coming three years.

MOWCC will continue to communicate directly with our clients to seek ongoing feedback, ensuring they are getting the service they want and need from our organisation. Present trending indicates that the client satisfaction rate is around 98%. We also need to be communicating and seeking feedback from volunteers and staff to ensure that they have a clear picture of where we are going to as an entity.

Output reports indicate upward trending of around 10% for meal numbers through 2016 to June 2017. Following that there seems to be a steady pattern of meal numbers sitting just over 13,000 meals per month. This is where we need to be and we will look forward to further growth in the coming year.

There has been a significant number of IT upgrades, including a move to cloud based systems. This will mean a much greater ability for our systems to grow as our business expands. Community Restaurant client numbers and meals have been trending upward throughout the period. We will be looking very closely at expanding this service.

Social Service hours and activities are presenting value for the organisation in terms of growth in social capital in our Community, particularly as we look at expanding our NDIS services in the near future.

We are a great team, and I look forward to a positive and productive new financial year.

Thank you.

Dennis Taylor  
Chief Executive Officer  
1 November 2017

# Treasurer's Report

I am pleased to Report that Meals on Wheels Central Coast Limited recorded another Surplus of \$221,857 (+\$5,709) for the year to 30/6/17. This Surplus represents a return on Revenue of 9.18% as compared to a return in the previous year of 8.87%. Total revenue for the year was \$2,414,904 which was down on the previous year by -\$22,227, with the main contributors to Revenue being:

- Government Grants \$1,532,310 (63.5% of total Revenue) -\$80,810 over the year
- Sale of Goods \$725,768 (29.8% of total Revenue) +\$49,751 over the year.

It was pleasing to see the increase in Sales, flowing from higher client numbers and meal sales, partially offsetting the reduction in Government Grants.

Expenditure over the year was well handled, even considering a continuing low rate of inflation, with the total of \$2,193,047 actually falling by -\$27,936. The larger expenditure items included:

- Cost of sales \$624,380 (28.5% of total Expenditure) +\$35,501. It will be noted that Sale of Goods revenue exceeded Cost of Sales by a healthy 16.2%.
- Employee Benefit Expenses \$974,085 (44.4% of total Expenditure) + \$5,905.
- Volunteer Expenses \$86,182 (3.9% of total Expenditure ) +\$3,205.
- Consultancy Fees \$24,436 (1.1% of total Expenditure) - \$44,722, which reflects costs incurred in the 2015/16 year for Merger discussions, which did not proceed.

In this our 50th year of Service to the Central Coast Community small expenditures were outlaid to promote our celebratory year, and to lead into planned promotions and a Gala Dinner in August, 2017. Capital Expenditure incurred related to updating computer servers and software, and the Company remains well placed to meet any replacements of capital items going forward.

The Statement of Financial Position as at 30/6/17 showed Total Assets of \$2,260,781 with Total Liabilities of \$387,565. Net Assets of \$1,873,216 reflects a relatively strong Balance Sheet Position. Total Current Assets of \$1,463,830 cover Total Current Liabilities of \$367,129 by 4 times, indicating a good working capital position, and ability to meet Liabilities deemed to be due within the next 12 months.

A feature of the Working Capital Position is the Company's liquidity position. Of the Total Current Assets, Cash and Equivalents totalled \$822,272 and Financial Assets (Term Deposits) \$500,000, which combined represent 90.3% of the total. The organisation has an established Investment Policy and carefully manages its liquidity position to safeguard against risks and to maximise returns on Investments.

During the year an external valuer was appointed to assess the current value of the Tuggerah Hub premises, and as such the Directors believe that the historical cost shown in Non Current Assets for our property represents a fair value for the Building.

The continuance of Government Funding as our major source of revenue remains our principle Financial Risk. During the year we received advice that our funding would be extended until 1/7/20, which provides some time to consider alternative revenue sources to assist in defraying our reliance on Government Funding. In this regard Marketing and Fund Raising positions have been established to assist in revenue raising.

As at 30/6/17, a for Profit Company in One Direct Services Pty Ltd was established to advance for profit activities to assist in meeting the expenses of our traditional frozen meal and socialisation services to the Aged, Frail and Disabled members of the Community.

I would like to thank a hard working team of people for their assistance to me as Treasurer. Firstly, a thank you to Cindy Kirksmith who was Treasurer for four months at the start of the year, and to Peter Tanswell, our Finance Manager, who left us in June this year. To Dennis, our CEO, a big thank you, and to the Accounting staff, now led by Aaron Shipley, thank you for your advice and timely and accurate reporting to the Board. A vote of appreciation to the Finance and Risk Committee, in Dennis, Aaron, Gail and Jeremy for your wise counsel and support - a job well done and appreciated. I acknowledge also the advice and work of our Auditors, in Bishop Collins.

The Financial Condition of the business is considered most satisfactory, and we are in a good position financially to continue to provide for a growing and quality service to our clients and the Community. I commend the Financial Statements to you for reading.

Ron Thomsen

Treasurer

1 November 2017



**536**

the average number of clients who had meals delivered each month by volunteers in FY17

**19.9**

the average number of hours contributed by each volunteer each month in FY17

**138.5k**

the total number of meals delivered by our volunteers in FY17

**11117**

the total number of meals served at our Community Restaurants in FY17

**101**

the average number of clients who attended our Community Restaurants each month in FY17

**54**

the average number of clients assisted by our social support programs each month in FY17

**7.10k**

the total number of hours of social support provided in FY17