



Meals on Wheels
Central Coast

Annual Report

2017 - 2018



More
than just
a meal





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
Chairperson / Treasurer

Ron had a distinguished career as a Senior Corporate Financier. He held Executive Management Positions, including as an Administrator of Banking Divisions, within both local and international banks. 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 number of Central Coast Not for Profit Boards, mainly in the Aged and Disability fields. Ron joined the Board in 2011 and was elected as Chair in 2016. Ron has also been Treasurer for 5 years. Ron is currently a Director of Kariong Neighbourhood Centre Inc and an external advisor on Governance to Community Options Australia Ltd. Ron's Sub-Committee Roles include Chair of the Finance and Risk Committee, member of the Governance Committee, and Director of Meals on Wheels Central Coasts subsidiaries in One Direct Services Pty Ltd, and One Direct Advisory Pty Ltd. 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.



Ray Mainwaring

Vice Chairperson

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 15 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.



Raea Khan

Director

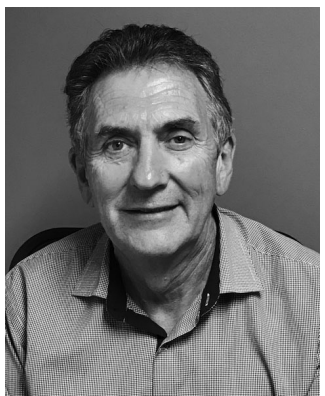
Raea is a qualified and practicing business lawyer and his background includes Legal Counsel within the Energy Resource, Mining and Construction industries. His experience extends from being a subcontracts/contracts specialist in corporate governance roles to mining project and construction. Raea has a particular interest in commercial, business logistics and project management and is adept at assisting in the operational aspects of larger sized organisations. Raea volunteers his personal time in assisting small charitable organisations. He is Chair of the Meals on Wheels Central Coast Governance Sub Committee and is a Director of One Direct Advisory Pty Ltd, a Meals on Wheels Central Coast subsidiary.



Natalie Jenkins

Director

Natalie brings with her 18 years of people, culture, performance and change management experience. With extensive management and performance improvement experience in the Job Active and Disability Employment Services sector, Natalie has worked in both the profit, and not for profit arenas, participating in 3 tenders in these specialised areas over the years. Natalie has also had 8 years of finance and mortgage experience with ING, ANZ, NAB and Community First Credit Union.



Ted Coupe

Director

Ted has extensive experience in not for profit organisations at executive level. Working on the Central Coast for many years, most recently as CEO of Evergreen Life Care Limited, Ted also has experience in lead and culture change for the transition of government owned aged care facilities to national health care providers. Ted has a wide range of experience in public and private health management, aged care and community care management.



Gail Ransley

Non Sitting Board Secretary. Resigned from the Board 27 March 2018.

Gail has been involved with Meals On Wheels for 24 years as a meal deliverer and 17 years on the Board. She was awarded her Life Membership in 2017. During her working career she ran her own business for 30 years. She has been involved in a variety of community activities, and was involved for some 25 years with the Rotary related Inner Wheel on the Central Coast. Gail has an excellent eye for analysing documentation and has been involved in a number of negotiating sessions on behalf of Meals on Wheels Central Coast. Gail served as Chairperson for three years to October 2016, and has previously held the positions of Treasurer and Secretary. Gail is a member of the Meals on Wheels Central Coast Governance Sub Committee and is a Director and Company Secretary of One Direct Services Pty Ltd and One Direct Advisory Pty Ltd (Meals on Wheels Central Coast Subsidiaries).

Thank you to the following people who contributed their time to the Board in 2017-2018

Karen Ansen: Resigned 16 April 2018

Jeremy Yates: Resigned 25 July 2018

Debbie Carroll: Resigned 29 August 2018

Chairperson & Treasurer Report

A very good productive and financially successful year.

We were still celebrating our 50 years anniversary of service to the Central Coast Community for the early part of this financial year, as our official celebration at the Crowne Plaza, Terrigal, was conducted in August, 2017. This function culminated a range of celebratory activities for our stakeholders during last year. At this occasion we had the support of a number of Central Coast Businesses but our Platinum Sponsor Support was from Priority Business Lawyers, which we needed, and we are very grateful. Great assistance and Community support!

Our strategic planning Session, conducted in January 2018, continued our two pronged focus of:

1. Maintaining and building our traditional Meals on Wheels business and client base.
2. Expanding our for profit activities to ultimately defray the reliance on Government Funding.

In relation to our core business of Meals on Wheels, our dedicated team now provides services to over 700 clients, with our NDIS client base continuing to grow.

Our Frozen Meal outputs have achieved all benchmarks, and the meal quality and socialisation services provided by our valued volunteers rates highly, as judged by a client survey conducted earlier this year. A good tick for the committed and enthusiastic efforts of our team.

The four Community Restaurants we provide are attracting strong patronage and we intend to expand this service.

The for profit activities which we announced last year have two main focuses in :

A. One Direct Services, which is a product seller to our client bases and has registered trading names of :

- Furry Friends , for the provision of quality pet food.
- Combined Home Services, a group of 22 service providers for in home services, such as cleaning, maintenance, lawn and gardening to laundry etc.
- Coast Cuisine, a premium Frozen Food Business, which was fully launched in August, 2018, but also provides quality and nutritional meals to our NDIS clients. This product has a wide market segmentation focus and we believe has potential.
- We are looking to expand our sales product range and will be considering bagged confectionery to the Coast Cuisine Client base. Also we are negotiating a book distribution contract to distribute Australia wide the release of the "Carter Brown "detective series, a best seller in the 1950-70's, which may suit our Meals On Wheels Client Aged Group.

B. One Direct Advisory. We offer advisory services, from Governance matters to Business and Strategic Planning Sessions to Financial Management reporting, controls and Policies. Our target market is the Small to medium For Profit and Not For profit organisations, and we are blessed to have eight highly qualified and experienced people who are willing to provide their Advisory services to One Direct Advisory on a pro bono basis. Without any overheads, One Direct Advisory is very competitively placed to offer high quality Advisory services and at a competitive price. A Win Win scenario.

All surpluses from One Direct Advisory mandates ultimately revert to Meals on Wheels Central Coast. Our initial marketing, from a brand launch in August, 2018, shows very good interest in this initiative.

These non traditional NFP thinking initiatives reflects the very collegiate working relationship between our Board and the Management, who combine as an effective team together. I believe that this is a very healthy and positive culture where everyone embraces common objectives, from our Strategic Plan, and there is a commitment to contribute.

Our financial position as at 30/6/18 shows that we have a recorded a surplus of \$170,849 (- \$51,008 On 30/6/17), however the decline from 30/6/17 is the result of the establishment costs for our for profit arms, celebratory expenses for our 50th Anniversary celebrations, Board training, and researching new ventures.

Overall, in recent years we have consistently returned about 9% on Revenue, and this year, with the investments made over a number of projects and training which will result in future returns, we still have a 7.08 % return.

However, we primarily aim to achieve our outputs to our client Meals on Wheels Client Base, but with our for profit activities we will look forward to our returns on revenue as a measurement method.

Our Total Revenue is really consistent with the previous year at \$2,411 m (- \$ 3098) and our expenses at \$2,240 m (+ \$ 47,910) have been well contained, although inflation has been low in recent years.

The Statement of Financial Position (Balance Sheet) as at 30/6/18 is very strong for a NFP of our size. Our total assets are \$2,413,531 and include Current Assets of \$1,669,796 of which \$ 1,497,123 is cash and deposits.

Our liabilities total \$369,466 , with current liabilities of \$333,957.

The conclusion is that we have a very good working capital position, strong liquidity and a healthy equity position.

Our Finance and Risk Sub Committee has reviewed our Risk Policies, with the main risk remaining the continuation of ,and at the same level , of Government Funding beyond 30/6/20. In our review this year we also have negotiated a new Insurance Policy which provides better cover at a marked reduction in premiums, going forward.

We recognise our new Auditor in Stewart Brown Accountants, which was appointed this year, for its expertise and for the audit process. Thank you. I RECOMMEND that they be reappointed as Auditor for the 2018/19 year.

The Governance Sub Committee has completed updating relevant policies and procedures, and we feel well prepared for any subsequent inspection/accreditation.

My thanks should go to the volunteer colleagues on the Board, who have embraced fully the strategic plan with a positive forward outlook, and who worked very effectively and tirelessly as a good team.

Over the year, we have had board movements and I acknowledge the loss of Karen Ansen, for her legal expertise and aged care knowledge, Gail Ransley for her extensive meals delivery service and long term advice and as a Board member. Subsequent to year end we lost Debbie Carrol, who provided excellent local business Advisory knowledge. We also lost Jeremy Yates, with his good financial background from the Board , so that he could commit full time to the role of Managing Director of One Direct Advisory.

I sincerely wish to thank all departing Board members for their volunteer time and their contributions to our team. Gail Ransley has subsequently been appointed as a non voting Board Company Secretary to the Parent and subsidiaries to preserve her wealth of knowledge to the Board.

Board succession, with turnover in a time pressured environment, continues to be a problem.

We have ongoing recruitment, and we are fortunate to obtain the services of Raea Khan , with his business legal expertise, Ted Coupe who has extensive experience in Residential Aged Care, Natalie Jenkins, with a drive and enthusiasm and provides business contribution from training to marketing. After year end, Dr Brian Freeman , who has strong local business Advisory and NFP Board experience and Jordan Bryant, a qualified Accountant have joined the Board team.

We have a good board balance of experience, skills, community involvement, and age for succession planning going forward.

During the year, I was pleased to announce the Board's appointment of three new Life Members for long and dedicated service in Margo Lowe, Dot Phillips and Gail Ransley. Recognitions well deserved.

My personal thanks to Dennis, our CEO, and the management team , for their spirit, work and commitment to our stakeholders, a "team" concept, and a positive strategic plan belief for the future. Well done team!

Our volunteers always need recognition, and our meal distribution business would not be competitive without our dedicated volunteers, but equally important I thank you for your socialisation with our clients, who really appreciate your friendly chats with the meal delivery.

We have had a good year and moreover have an exciting future. We are committed to deliver our best efforts to all our Meals on Wheels Central Coast Stakeholders, and I am sure we have the base to progress and build.

Ron Thomsen,
Board Chair and Treasurer
24th October 2018

CEO's Report

The ongoing theme of change management and its impact on resources is again in the forefront, as we once again approach a deadline in terms of restructuring the way we conduct our Not for Profit Business into the future.

It has been suggested at both Government and private sector levels that Not for Profit is an Oxymoron. Clearly both the Board and the operational team have had a real business focus and strategic plan that reflects that we make every effort to ensure sustainability into an uncertain funding future.

Again we have been challenged by our principle funding body Commonwealth Home Support Programme (CHSP) to ensure that we remain accountable in terms of our funding acquittals. Both the Board and Management have, to date, met the challenges and managed to hold onto our hard fought funding. I do not expect that will be an issue this coming year having met and exceeded outputs at years' end.

Staff and Volunteers are an integral interlink in our business. More so as we have been through a period of change. We recognised the need to manage these changes, as old hands were replaced with new, and the impact that had on relationships as these were transitioned through. All staff are working hard with purpose, and in most cases towards a goal which aligns with the long term Strategic Plans that are set down by our Board.

Likewise, our Volunteers have quickly adapted and continue to take care of those in our local Community. In almost every discussion I have had within the public business sector this is raised time and again as the key to our sustainability.

New initiatives One Direct Advisory, Coast Cuisine and Furry Friends, are a demonstration of real purpose giving a clear message to our community that we are about growth and sustaining our support in the Central Coast Community. Our Chair Ron Thomsen, the Board, staff and Volunteers are hugely supportive with all projects. We recognise all these projects will need a lot of perseverance and hard work, to make them produce the level of sustainability in a situation where there may be no further direct funding available. NDIS Coast Cuisine has been a good example of how perseverance, excellent resources and good product grows business without the injection of massive boost of capital for marketing.

In the coming year we are looking forward to putting our staff and a number of Volunteers through Mental Health training. We have recently been fortunate enough to secure funding through a private sector group to provide this training. This will ensure that we will have a suitable number of qualified staff to meet the wider NDIS accreditation. We are also expecting CHSP to work with us through a new accreditation process within the next six months.

I see an exciting future that will bring significant challenge and again change. We have the team both at Board and operational level to make this work. As CEO I look forward to the continued support of the Board, staff, our wonderful Volunteers, and of course our clients as we work toward offering them choice and the quality and service they need.

Dennis Taylor
Chief Executive Officer
24th October 2018

Marketing Officer's Report

Over the past 12 months, we have utilised a range of marketing platforms to increase the positive reach of Meals on Wheels Central Coast and its subsidiary companies.

Events held were well attended, the 50th Anniversary Gala Dinner at Terrigal Crown Plaza on Wednesday 30 August (to coincide with National Meals on Wheels Day) attracted a range of business people from around the Central Coast, as well as politicians, clients and volunteers. With over 100 in attendance, and raffles and auctions raising \$4,386, it was a wonderful celebration of Meals on Wheels Central Coast and our work in the local community. A separate event for volunteers was held prior to this at Central Coast Leagues Club. Volunteers were treated to a buffet lunch, along with entertainment and raffles, the occasion celebrating all the amazing work that they do. We would like to thank everyone who sponsored these events by means of donations whether they were monetary, in kind, or items for raffle.

Over the course of the year we utilised multiple media channels to promote our brand. Press releases are regularly distributed to local media outlets, with articles appearing in the Central Coast Express Advocate and Peninsula News. Radio stations ABC Central Coast and Radio Five O Plus accommodated us during this time, and we were invited on air to chat about volunteering, social support and our Furry Friends Program (pet food), with Dennis also being interviewed by commercial station Star FM. NBN television visited us to film a piece on our 50th Anniversary, and this appeared in their evening news broadcast.

A number of Expos were attended where we were able to promote not only Meals on Wheels Central Coast in general, but also that we are a NDIS registered provider. The One Community networking events have proved to be successful in this respect, with our team also attending NAIDOC week, Chamber of Commerce networking nights, Walk in My Shoes (hosted by Emma McBride MP), Peninsula Link Day, plus visits to various Probus clubs around the Coast.

Marketing collateral developed and distributed included business cards, Menus for both Meals on Wheels Central Coast and NDIS clients, a tri fold flyer outlining our services, a fresh new banner for marketing events, branded torches for volunteers and giveaways, signage for our Woy Woy and Green Point outlets, and magnetic signage for the Meals on Wheels company car.

Our social media presence has grown over the past year, with Facebook being our primary focus. Our likes have increased by 95.4% on this platform. We are increasing followers on our Instagram and LinkedIn profiles, and keep our website updated with current news and events. A video also appeared on the Meals on Wheels NSW YouTube channel regarding our Furry Friends Program. Our online ordering facility has grown in popularity, with an average of around 3 clients signing up to this ordering avenue every week.

Other projects that our team have been working on include Coast Cuisine and One Direct Advisory. Marketing collateral including a website and banner were developed for Coast Cuisine, with the website being populated with menu choices for Central Coast residents in preparation for a late August launch. One Direct Advisory collateral was also developed with a flyer, Capability Statement booklet, presentation folder and business cards being developed.

The year has been extremely productive, with the Meals on Wheels Central Coast working towards carrying our organisation into the future.

Pip Wilson
Marketing Officer
24 October 2018

Volunteer Coordinator's Report

2018 has been a very successful year for MOWCC gaining 35 new volunteers with over half of our services not requiring any additional volunteers at present. The reason behind our fuller rosters would be our existing volunteers requesting additional days volunteering with MOWCC, resulting in 5 volunteers currently volunteering 3-4 days per week.

We currently have 219 active volunteers who at a very minimum, volunteer once every month and as frequently as 4 time per week.

This year Shirley Templeton reached her 41st year of volunteering with Meals on Wheels with Evol Hall in her 36th year. Our oldest volunteer is the lovely Fred Leaks, who turned 94 this year and who still delivers meals twice a month. Every year our volunteers are choosing to stay longer and offer more services which shows our volunteers are happy in sharing their time with us.

This year has been a great year for corporate volunteers with ANZ staff members delivering meals once per month from Green Point outlet. Our Tuggerah office hosting 30 Sydney Trains staff members for the 2nd consecutive year for their annual Corporate Volunteer Day and Master Foods holding their Corporate Volunteer day with us earlier this year with 12 of their staff members.

Tuggerah also hosted 5 University & High School students for one week each, contributing to their required work placement hours for their studies.

On average we have 3 requests per week for information on Volunteering with Meals on Wheels Central Coast and in recent months more enquiries to be able to volunteer with their children.

This year small changes have been introduced to new & existing volunteers in relation to the amount of deliveries per run, combining runs & being flexible to complete any run in their assigned outlet. This has been met with mostly positivity and our volunteers seem to be more confident trying new areas and meeting new clients.

Overall, our volunteer database is extremely strong and with our numbers continuing to build every month, Meals on Wheels Central Coast seems like a desired volunteering role. Word of mouth from our existing volunteers is the main source of referrals which speaks volumes about Meals on Wheels, our Volunteers and our staff members.

Emma Barwick
Volunteer Coordinator
24 October 2018

563

the average number of clients who had meals delivered each month by volunteers in FY18

11700

the total number of meals served at our Community Restaurants in FY18

42

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

90

the average number of hours contributed by each volunteer in FY18

154k

the total number of meals delivered by our volunteers in FY18

90

the average number of clients who attended our Community Restaurants each month in FY18

6.8k

the total number of hours of social support provided in FY18