



Meals on Wheels
Central Coast

Annual Report

2018 - 2019



More
than just
a meal



Our Mission

To provide nutritional meal options and support services to empower and enrich individuals and communities

Our Vision

Choice and independence for individuals in a supportive and caring community

More than just a meal

For over 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 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

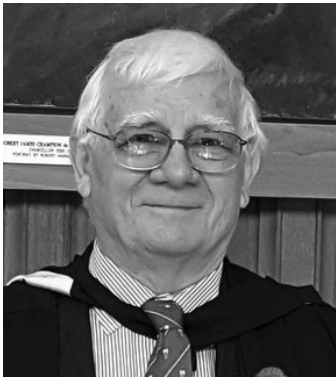
Ron had a distinguished career as a Senior Corporate Financier. He held Executive Management Positions, including as an Administrator of Banking Divisions, within both local and international banks. He has had wide ranging experience in large project/structured financings and in the provision of Corporate Advice. Over the last 17 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 was also Treasurer for 5 years. Ron is currently a Director of Kariong Neighbourhood Centre Inc. Ron's Sub-Committee Roles include member of the Finance and Risk Committee, member of the Governance Committee, and Director and Chair of Meals on Wheels Central Coasts subsidiaries in One Direct Services Pty Ltd, and One Direct Advisory Pty Ltd. Ron is 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 40 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 17 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.



Brian Freeman

Treasurer

Brian is semi-retired having spent much of his business life running a successful fresh flower consultancy and export business for 23 years. Prior to that he was a Science teacher and then a Research Scientist in commercial horticulture. He has wide experience in business operations nationally and in the international sphere, and in more recent times has been a Business Mentor for the Central Coast Business Enterprise Centre. He continues this work today in a private capacity providing guidance and business analytical services. Brian has served on 3 other Central Coast Boards with experience in Presidency, and in Risk and Finance sub committees. He believes in the concept of “giving back to community” and this is the underlying principle in serving on the Meals on Wheels Board.



Raea Khan

Director

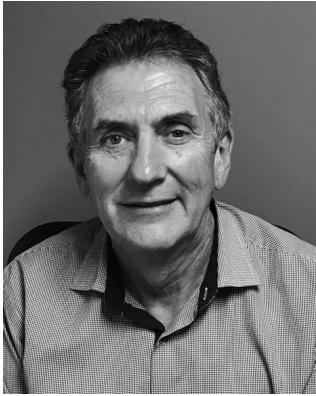
Raea is a commercial lawyer with background as Legal Counsel within the Energy Resource, Mining and Construction industries. His experience extends from being a subcontracts/contracts specialist in corporate governance roles to mining project and construction. Raea has a particular interest in commercial, 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 has 20 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.



Jordan Bryant
Director

Jordan is a CPA qualified accountant having a successful career spanning over the last 9 years predominantly in FMCG. His expertise in management accounting stems from several roles across supply chain, logistics and manufacturing. Jordan has well-honed analytical skills enabling him to be innovative in the way he approaches continuous improvement initiatives. Jordan has a passion for volunteering his time and energy into community activities one of which being “Sanitarium Weet-Bix Kids TRYathlons” for the last 7 years.



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

Gail volunteered for Meals On Wheels for 26 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 Director and Company Secretary of One Direct Services Pty Ltd and One Direct Advisory Pty Ltd (Meals on Wheels Central Coast Subsidiaries).



Dennis Taylor
Chief Executive Officer

Dennis joined Meals on Wheels Central in 2015 as Chief Executive Office having had extensive management experience in both the profit and not for profit sectors. Working in both government and private arenas Dennis has developed the knowledge, encompassing ability and resolute fortitude to meet and exceed the requirements of challenging positions. Dennis has substantial risk management and strategic planning experience in the profit and not for profit sectors. Dennis is currently a Director on the Karing Neighbourhood Centre Board of Governance, and is a Director for One Direct Advisory Pty Ltd.

Chairperson's Report

We enjoyed another successful year, with significant achievements being registered.

Firstly, our thanks must go to our principal funding body in the Australian Government Department of Health, for not only extending our Grants until 1st July, 2022, but also giving us two increases to our base funding during the year.

Our core business of delivering frozen meals to the aged, frail and disabled members of our community is showing growth against an increasing number of food provider competitors, and outputs under our funding obligations were achieved. The Community Restaurant socialisation endeavour has proved very attractive and we opened a new restaurant at Woy Woy this year.

From a quality and control perspective, our Service again received accreditation standard acknowledgement from external inspectors for both our NDIS and Meals on Wheels operations. The Board acknowledges, with appreciation, the professionalism of the Management team in maintaining a very high level of performance.

Stakeholder surveys of clients, staff and volunteers provided generally pleasing feedback and highlighted areas to focus upon for any improvements necessary. From the client feedback, the value of the socialisation efforts by our volunteers in delivering meals and our Community Restaurant team was recognised, and we will be emphasising this aspect of the service in future marketing.

The continuous maintenance of a sound financial position to allow our service to confidently operate has been a pleasing feature of our reporting to you over a number of years now. This year is no exception and a consolidated surplus of \$127 k was registered, which is after the establishment costs for our For Profit businesses, expanded marketing, Board training and a redundancy.

Of course, the For Profit businesses have been formed solely to provide ultimate benefit to our Meals on Wheels clients by providing additional income to support our service, and to assist in reducing our reliance on Government Funding.

The One Direct Services Pty Ltd subsidiary, with the Brands of Coast Cuisine, including the NDIS meal provision, Furry Friends, and Combined Home Services all provided services to new clientele's and markets. The Coast Cuisine premium frozen meal line is showing attraction to the younger, time sensitive worker and young family markets. We intend to invest increased resources into building on the range of brands, products and services under the One Direct Services Pty Ltd arm, whilst expanding the Coast Cuisine marketing into new geographic areas.

One Direct Advisory Pty Ltd, (ODA) which is quite an unusual for profit business for a medium Not For Profit, has had a successful start up year with Advisory roles being obtained from small to medium companies on the Central Coast. We thank our pro bono team of experienced advisors, which allows us to promote a very professional advisory service with minimal overheads. Flowing from the work of the ODA team, new collaborations were initiated, including a closer association with Community Centres, and in a joint tender for a grant for a co branded Bus, with Kariong Neighbourhood Centre Inc.

The Board composition shows a good balance between gender, skills and experience, community involvement and age. During the year two Directors undertook formal Governance training and two Directors, along with Dennis Taylor our CEO, attended the Better Boards Conference in Brisbane. The Board remained stable during the year and was strengthened by Brian Freeman assuming the Treasurer role, which was appreciated.

The Board recognises that Governance and the culture established within the organisation is imperative in a time of increasing legislations and stakeholders requirements.

I thank all our volunteer Board members for their commitment, time and valued advice during the year which has been in a climate of change and new business growth. I am very pleased to be part of such a collegiate Board. The Management team, led by Dennis Taylor, is commended for their enthusiasm, strong focus on our Strategic Plan and continued commitment to our standards of client service. Well done, and the Board's sincere thanks.

We are fortunate that the Board and Management have combined as an effective team to advance some new initiatives, working together on Business Plans and in meeting challenges. The Board and Management have recently had a day tour of the Hunter Valley vineyards for further bonding, and visited Oakvale Wines to express our appreciation for their provision of complimentary Piccolo wines for our clients benefit. The volunteers remain the backbone of our service in the provision of meal delivery and socialisation to our clients. We also have a good team of volunteers at our Community Restaurants and some assistance in Administrative roles. Thank you for your valued time and assistance.

The Board and Management met for a Strategic Planning Session in August where our key Strategies going forward were agreed. Suffice to say that we are looking to invest in growth in the Service, not only in our core business but with new business initiatives and collaborations. It will be an exciting time ahead, with prudent and risk considered investment of time and resources.

We enjoy a good relationship with our community, as evidenced by the support we received from our local politicians who, at the time of National Meals on Wheels day in August, had assisted us with meal deliveries. David Meehan MP for The Entrance, Leisl Tesch MP, Member for Gosford and David Harris MP, Member for Wyong all lent a helping hand. Thank you.

I am very pleased to report that we have had a very sound year and delivered on our Strategic Plan Strategies in establishing our for profit businesses. We remain committed to deliver our best efforts to all our Meals on Wheels Central Coast Stakeholders, and I am confident we have the team, strategies and financial position to progress and build.

Ron Thomsen,
Board Chair
23 October 2019

Treasurer's Report

Our financial position as at 30/6/19 shows that total revenue from all sources rose by 1.8% to \$2,457 million - up from \$2,412 million. We have recorded a surplus of \$127,787 which is down \$43,062 from the previous year.

Concurrent with this we have had increased costs in administration, insurances and motor vehicles. In respect of insurances we managed a cyber attack and re-insured as a consequence of this. Other costs were associated with the ongoing expansion of our "for-profit" businesses that are designed to provide future relief in the event of government cutbacks in funding that may occur after 2022. This is part of our risk management strategy. As a consequence, return on revenue was down to 5.2%. The updated strategic planning undertaken in August 2019 is designed to meet new challenges in the Meals on Wheels sector and is addressing the expansion of our "for-profit" businesses that by necessity do need capital investment, particularly in sales and marketing.

We have a strong Balance Sheet with total assets at \$2.48 million. Net assets total \$2.171 million - a rise of 5.9% over 2017/2018 (a rise of \$127,787). This has been achieved through a 2.8% increase in total assets and a 16.6% reduction in total liabilities to \$308,306 (equivalent to a reduction of \$61,160). Of total assets 65.8% are in cash and cash equivalents - a very strong position of liquidity.

Meals on Wheels Central Coast have a Risk and Finance Committee within the Board. Monthly meeting addresses all aspects of risk and finance and provide recommendations to the Board. Thus, when risk events do occur from time to time a rapid response is achievable with Board and Management actively involved. Likewise - our financial resources are managed to achieve a strong balance between risk and return with a string leaning to being risk averse.

I wish to thank the CEO Dennis Taylor and Finance Manager Aaron Shipley for timely and accurate reporting.

I also recommend that the auditors Stewart Brown be reappointed for the 2019/2020 audit.

Brian Freeman
Treasurer and Chair - Risk and Finance
23 October 2019

CEO's Report

A year of challenge and change. From an operational perspective it has been an exciting and interesting ride.

With the bedding in of new for profit arms has come some new challenges and learnings, there is no doubt as we move forward that some of what we have done will be reviewed and refined where necessary.

We all know that there needs to be a focus on strategic effective marketing. The bang for our buck delivery of this is the key to ensuring the success of our new our brands including Coast Cuisine, which is growing and continues to evolve as both the Board and the operations group work through the development phases moving forward, as we venture into new territory in the coming financial year.

One Direct Advisory has provided us with the strategy and our Board the tools to ensure we are on track. This is evidenced by the continued growth that has been achieved through this changing and challenging period. Our new KPI's indicate we are building a good structured program and pathway in the coming year. I am pleased to note our Operational team have the confidence and ability to deliver what has been set down by the Board and our talented advisory team at this time.

There is no doubt that volunteers are at the sharp end of all of our services. Our volunteers have embraced change and understand the need to support our subsidiary businesses that will deliver funding to sustain and grow our capacity to serve the community. Again I thank them on behalf of the Operational Team for the day in and day out service they provide to our community.

Challenges over the past year have included major events, changes in key operational personal, cyber disruption and the replacement of our IT service providers. These are challenges we have successfully worked through as a team at both operational and Board level.

Further changes in funding structures that include Home Care Packages and NDIS packages and the increased competition this brings from the private sector are all part of what we face in the coming year. Particularly notable is the faith that CHSP has put in us by providing extra funding. This funding will no doubt assist us in the growth development of our new services.

It is also notable that that the Board has indicated the need to review our Vision and Mission statements. This is a timely move as we now move into an area of new accountability at all levels of Board and Operational Management. I would like to thank the Board for the opportunity to attend the Better Boards Conference as this has also provided training and direction as we enter a new era of accountability, ensuring ongoing operational integrity and direction.

Congratulations again to all in our wider team, at all levels. We have done well and in the coming year there is a recognition we will have to dig deeper again.

I look forward to working with you all into the future and at this time would like to thank those that have put in a big effort to make things happen for the benefit of our Team and our Community.

Finally a particular thanks to our Board Chair Ron and Company Secretary Gail Rainsley for all the hard yards they both have put in last year. Their service has played a major part in ensuring sustainability and giving us an excellent foundation into the future.

Dennis Taylor
Chief Executive Officer
23 October 2019

Marketing Manager's Report

A great deal has been accomplished in the past twelve months, raising the profile of Meals on Wheels Central Coast and One Direct Services subsidiary companies Coast Cuisine and One Direct Advisory Pty Limited. This has been done via attendance at a range of events, a refresh of marketing collateral and ongoing marketing campaigns.

The One Community, 'Ready, Set, Connect' events have become a key way of liaising with Disability service providers and informing the community that we are an NDIS registered organisation. These events are well attended and result in leads each time we participate. Other events attended included NAIDOC Week Community Day at The Entertainment Grounds Gosford, Mingaletta Seniors Day at Umina, Central Coast Mental Health Development Day at Gosford Hospital and the Shortland Seniors Expo at Doyalson. Shopping Centre promotion visits were held at Bateau Bay and Erina, presentations made at community groups and we had a stand at the Ettalong Food Festival. An Open Day was held at our Woy Woy outlet where the Good Meal Company supported us by providing free food samples to prospective clients. We held 8 gentle exercise classes at a number of venues during Seniors Festival that attracted prospective new clients. We also had some jackets produced for the freezer team, and some Meals on Wheels Central Coast/Coast Cuisine polo shirts created for staff. In regards to One Direct Advisory, we had an exhibition stand at the Meals on Wheels State Conference that was held in at Penrith.

Media channels utilised over the year included radio, social media and print. Press releases are regularly distributed to local media outlets, and these are uploaded onto our website. We had an ongoing radio campaign running on Star FM, and this was expanded to include the Southern Cross radio channels of 2GO and Sea FM in the latter part of the financial year. We advertised in the Central Coast Senior Newspaper throughout the course of the year as well as in the Karingong Neighbourhood Centre Newsletter.

A video segment and interview put together as part of the NSW Business Chambers energy campaign was a highlight of our year. This was filmed at our West Gosford Community Restaurant and was then uploaded to the NSW Business Chambers YouTube channel and shared on our website and Facebook.

Marketing collateral was refreshed throughout the course of the year. This included double sided business cards to incorporate Coast Cuisine, Menus for both Meals on Wheels Central Coast and NDIS clients, a tri fold flyer outlining our services, and branded pens and 'stress' trucks for promotional activities. Marketing collateral was also developed for One Direct Advisory, and this included a banner, presentation folders, individual resumes and a Capability Statement, as well as USB sticks for the Expo. Business cards were also developed for One Direct Advisory.

Our social media presence has grown over the past year, with Facebook being our primary focus. For our Meals on Wheels page our likes have increased by 45% on this platform with follows increasing by 55%. In regards to Coast Cuisine this Facebook page was launched in September and our likes and follows have increased by 18%. Our Instagram pages are growing also, increasing by 179% for Meals on Wheels Central Coast and 175% for Coast Cuisine. Our followers on our LinkedIn profiles are growing, with a 71% increase for Meals on Wheels Central Coast and a 33% increase for Coast Cuisine. The amount of followers for One Direct Advisory has grown from one at its initial setup to 11 followers. Our online ordering facility continues to grow in popularity.

We are looking forward to exploring new marketing channels, in particular utilising digital marketing to capture our target audience, as well as building lasting relationships with service providers across the Central Coast.

Pip Wilson
Marketing and Events Manager
23 October 2019

560

the average number of clients who had meals delivered each month by volunteers in FY19

11800

the total number of meals served at our Community Restaurants in FY19

30

the average number of clients assisted by our social support programs each month in FY19

90

the average number of hours contributed by each volunteer in FY19

145k

the total number of meals delivered by our volunteers in FY19

93

the average number of clients who attended our Community Restaurants each month in FY19

6.7k

the total number of hours of social support provided in FY19