Annual General Meeting

2017-2018

Avenues

Disability Services

Embracing Change

Providing support to enable people with different abilities to pursue their individual interests and lifestyle options and to continually explore and develop natural networks.

Avenues Lifestyle Support Association Incorporated

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Annual General Meeting

Thursday 29th November 2018

Agenda

Welcome by the Chairperson

Acknowledgement of Country

Apologies as per list & Inward Correspondence

Minutes of previous AGM

Business arising from previous Minutes

President's report

Treasurer's report

Manager's report

Election of Management Committee

Appointment of Auditor

New memberships

Meeting closure

Refreshments

Mission and Values

Lifestyle Support

Disability Services

MISSION

Avenues provides support to enable people with a disability to pursue their individual interests and lifestyle options and to further explore and develop natural networks.

VALUES

Avenues VALUES service that:

Leads

Connects

Empowers

is Governed with excellence

Minutes of Previous AGM 2017

Present: *Kerry Rolfe, Claire de Laney, Bob Robertson, Laurie Cassar, Pam Davidson, Julie Kirkpatrick, Marg Kay, Tony Perrett, Robyn Allen, Karen Hvidding, Chris Bowman, Helen Miguel, Dan Stewart, Angela George, Matt Lambe, Jim Cartwright, Christine Butler, Shelly Wiln, Ann Rigbye, Patricia Wilson, Jenny Buchanan, Karen Harrison, Tess Parker.*

Minute Taker: Kerry Rolfe

Opened: 4:03 pm **Closed:** 4:23 pm

- **Acknowledgement of Traditional Owners:**
- **Apologies**
- Jules (Meals on Wheels), Mayor Mick Curran, Fiona Neagle, Cr Mal Gear, Llew O'Brien MP, Emma Rice, Kim Edgar, Roxanne McGregor,
- Moved: Chris Bowman Seconded: Claire De Laney
- "That the apologies be accepted."

DECLARATIONS OF CONFLICTS OF INTEREST

Nil

MINUTES OF THE PREVIOUS MEETING

Moved: Dan Stewart Seconded: Robyn Allen

"That the minutes of the meeting held 16th November 2016 be accepted."

Carried.

BUSINESS ARISING FROM MINUTES

Nil

President's Report:

President's report provided and read.

Moved: Chris Bowman Seconded: Anne Rigbye

"That the President's Report be accepted as read."

Carried

Treasurer's Report

Treasurer's report provided and read.

Moved: Chris Bowman Seconded: Anne Rigbye

"That the Treasurer's Report be accepted as read."

Carried

Chief Executive Officer Report

CEO report provided and read.

Moved: Tess Parker Seconded: Jim Cartwright

"That the CEO's Report be accepted as read".

Carried

List of Nominees 2017-2018:

Position	Candidate	Proposer	Seconder
Board member	Chris Bowman	Kerry Rolfe	Karen Harrison
Board member	John Falkinder	Kerry Rolfe	Jenny Buchanan
Board member	Pam Davidson Nominee from the floor	Tess Parker	Chris Bowman
Vice President	Dan Stewart	Kerry Rolfe	Karen Harrison
Secretary	Jenny Buchanan	Kerry Rolfe	Tess Parker

Table 1: Committee Nominees 2017-2018

Appointment of Auditor:

Moved: Michael Condon Seconded: Laurie Cassar

"That Koala Accounting is the auditor for the next audit period."

Carried

Membership fees

Moved: Michael Condon Seconded: Dan Stewart

"That the current membership fee structure be retained."

Carried

Meeting Closed: 4:23 pm **Next AGM meeting: To be held, November 2018**

Management Committee of 2017-2018

President
Kerry Rolfe
Resigned 3rd July 2018

Vice President/Acting President
Dan Stewart

Secretary
Jenny Buchanan

Treasurer
Laurie Cassar

Committee Member
Chris Bowman

Committee Member
Pam Davidson

Committee Member
John Falkinder

Lifestyle Support

Disability Services

Meet the Team of 2017-2018

Chief Executive Officer:
Tess Parker
Resigned 15th June 2018
Overall management of Avenues Lifestyle Support including Community Engagement and Financial Governance

Operations Manager:
Claire de Laney
Day to day operations, Line Manager to Leadership Management Team (LMT)

Office Manager:
Sharon Coop
Resigned 14th November 2017
Administration Management

Roster Coordinator /Finance Officer:
Karen Harrison
Rostering, payroll and accounts

Admin Officer/ Office Manager:
Bob Robertson
Resigned 21st September 2018
Administration management

Team Leader:
Robyn Allen
Managing clients and supporting teams

Team Leader:
Jim Cartwright
Managing clients and supporting teams

Junior Administrative Assistant:
Jacob Lee
Commenced 1st February 2018
Administration duties

Lifestyle Support

Disability Services

President's Report

Using Change for Good.

When I moved to Gympie nearly two decades ago one of the first people I met was a client of Avenues. He still is a client, and he still is a friend of mine. It is great to know he has extra support to help him be part of the community. He reminds me of why Avenues is important and why I am part of the Management Committee.

Avenues has been through a number of changes since our last AGM.

Change one was the departure of our CEO Tess Parker. Tess joined Avenues when our reputation in the community was at an ebb. Through building community relations Avenues has regained its place as a well-regarded organisation supporting people with disabilities to have better lifestyles and greater community participation. Thank you, Tess, for your work in rebuilding the reputation and connections for Avenues in the community. We wish you well in your university career, and as a continued enthusiast for disability services in Gympie.

Change two was that in July 2018 when Kerry Rolfe retired as President and from the management committee. At the annual General meeting last year Kerry was re-elected president. I took on being vice-President thinking I might have to fill in on a meeting or two. Well, I am still here. More importantly, we need to thank Kerry for the excellent work she did. She helped steer Avenues as we faced the challenges posed by the coming NDIS. NDIS means we need to revamp the management of Avenues to better meet the new funding, caring and environment.

Change three is that we welcomed Claire de Laney as our manager. Most here will know Claire as she has worked with Avenues for many years. As acting President, I have found Claire to be a good mix of having a business mind and having the best interest of clients at heart. I am confident that Avenues will continue to prosper under Claire's guidance.

Change four is our flatter management structure. NDIS challenges us with cashflow issues, instead of being paid before we provide a service, we will be paid after we provide the service and paid our expenses. Therefore, Avenues needs to be very efficient in our financial systems and more business like to ensure we manage our backroom costs and recoup our expenditure quickly. I would like to thank our staff for rising to the challenge of accepting new responsibilities. We have 6 clients who have transferred to Gympie with NDIS plans. This has tested our back rooms systems which are working well and ensuring we have the cash flow to provide the high-quality service to our clients.

Change five is that with the flatter structure and the coming of NDIS, Avenues has become much tighter with its budgeting and finances. I would like to thank treasurer Laurie Cassar who has assisted Claire and other staff in the development of budgets and systems that stand Avenues in good stead for NDIS. It is good to know that we now have a small surplus which will assist us with cash flow, and over time, allow us to invest in better services.

Changes in our management committee has seen John Falkinder come onto the committee in place of Barry Tarlington. John brings a sharp business mind and straight talking. We farewell Jenny Buchanan who has provided many years' service to Avenues, and more recently was our most capable committee secretary. I would also like to thank our long serving member Pam Davidson with her employment expertise, and my old boss Chris Bowman with his management expertise.

Now we are ready for the big change. At last NDIS is upon us in Gympie. Many lessons have been learnt from other centres where NDIS was rolled out sooner. Avenues has sought to learn from those lessons and is well positioned to be a business minded and client centred service provider.

Being business minded is about providing our good quality services economically. It is not about compromising quality. Being business minded is also seeing where there are "gaps in the market", that is, what needs there are in the disability area that other organisations are not meeting. Then we can develop plans to meet those needs.

Thus, being business minded is also being client centred. What needs do our clients, and potential clients have, that are not being met? Being business minded is also about ensuring we have the cash flow, efficiency and profitability to enable us to improve our current services and develop new services to meet the "gaps in the market".

Our first few months of NDIS will likely see Avenues concentrate on consolidation, bedding down the new way of working with NDIS, and ensuring we maintain our cash flow and resources. This will then allow us to improve our services and develop new ones.

So many changes already, and more to come. Avenues is ready to use that change to provide even better services to our people and our community.

Acting President- Dan Stewart

Treasurer's Report

We have great pleasure in providing detailed financial accounts for year ending 30th June 2018 for Avenues Lifestyle Support Association Incorporated (Avenues) duly audited by Koala Accounting & Taxation and confirmed to be consistent with the financial reporting requirements of the Associations Incorporation Act (Qld).

The 2018 financial year continued to produce a stable result with respect to revenue, profit and balance sheet positions as we continued to transition towards the National Disability Insurance Scheme (NDIS).

A summary of the financial performance for the year is as follows;

Profit & Loss Summary (Includes net rental income)

	2018	2017	2016
Revenue	**$2,354,361**	**$2,221,170**	**$2,358,316**
Expenditure	**$2,339,061**	**$2,198,296**	**$2,086,981**
Net Profit (after depreciation)	**($360)**	**$22,874**	**$271,335**
Net Profit (before depreciation)	**$17,135**	**$52,702**	**$300,921** ***$83,152 Allowing for extraordinary revenue**
Net Profit Margin	**.73%**	**2.37%**	**12.75%** ***3.8% Allowing for extraordinary revenue**

Table 2: Profit & Loss Summary

Trading results for 2018 represent a satisfactory position bearing in mind the following factors;

- Staff costs is the biggest expenditure item for Avenues as would be expected for this type of operation and therefore the following have impacted on the total expenditure and profitability as follows;
    - Increased wages & on costs in direct correlation to increased revenue
    - As an Employer of Choice, staff are being retained longer, which is a very positive outcome enabling Avenues to provide an excellent level of client service, however, as per current EBA conditions, increased costs are incurred as follows;
        - Long Service Leave entitlement after 5 years
        - Rates of pay need to be paid in accordance with the level of staff expertise and service
    - Other factors impacting on financial results for 2018;
        - Resignation payment to former CEO in the later part of financial year 2018
        - Prepaid expenditure attributable to full year 2019

Balance Sheet

	As At 30th June 2018		As At 30th June 2017	
Current Assets	**$929,351**		**$911,716**	
Current Liabilities	**$612,482**		**$608,411**	
Net Working Capital	**$316,869**	**Times Cover 1.52**	**$303,305**	**Times cover 1.50**
Total Assets	**$1,681,183**		**$1,677,472**	
Total Liabilities	**$ 612,482**		**$ 608,411**	
Net Assets	**$1,068,700**	**Net Equity 63.57%**	**$1,069,061**	**Net Equity 63.73%**

Table 3: Balance Sheet Summary

Avenues balance sheet is in a very sound position with good liquidity and strong equity.

As we approach the uncertain environment of the NDIS, it is critical the association has a strong working capital position as the current revenue stream moves from quarterly in advance to a yet to be determined structure dependent on client positioning. Avenues current working capital position provides a good safety margin to cover the transitional period.

Avenues equity position is very sound with the only liabilities relating to staff entitlement which are adequately provisioned and no external liabilities. Assets are made up of quality freehold properties and cash investments. A net equity position of 63.57% is considered very sound.

- ## Forecast

While it is very difficult to accurately forecast the financial performance for 2019 due to the implementation of NDIS in January 2019, a projected budget has been completed on a very conservative basis utilizing the following assumptions;

a. A reduced level of income at $2,228,726
    i. This position is considered very conservative based on NDIS estimate of potential new clients, however, the board considered it prudent to work on the lesser estimates pending full implantation of NDIS
b. Reduced expenditure of $2,108,215
    i. Because of the resignation of former CEO, a full review of the staffing structure and delegation of duties has been undertaken to provide a more streamlined structure. This restructure was focused on the administrative functions of Avenues and in no way impacts on the direct staff, carers. As a result, significant savings have been achieved through a flatter, efficient structure resulting in an increased operating surplus and bringing Avenues closer in line with industry standards in relation to staffing costs.
c. A net operating cash surplus of $120,511 is forecast for the financial year to 30th June 2019

Treasurer - Lawrence Cassar

Manager's Summary

With the NDIS being the largest social reform since Medicare, it is changing the lives of Australians with disability, their families and carers. It is transforming the current and often inadequate disability system from a welfare to a market-based scheme. Whilst the current system has seen many people with disabilities either not receive enough support or worse still, no supports at all, the NDIS provides for people with disabilities to be able to access and choose the supports they need and even more importantly exercise their choice and control over who provides these supports.

The NDIS delivers increased employment opportunities and places organisations and individual service providers in a strong and competitive market place.

With this being said, current service providers need to adapt their way of conducting business and a more business minded model and approach is required for organisations to survive and thrive in this new and dynamic market.

Whilst the NDIS has been moving closer to our area, this last financial year has seen many changes for Avenues both internally and externally. We have undergone major adjustments in our office positions, and this has paved the way for an organisational recalibration and a restructuring opportunity. We have attended workshops and service gatherings for our ongoing NDIS preparations and we have reassessed our market position so as to ensure sustainability and viability going forward.

Our primary focus, as always is to *continue to deliver our quality services and assist our clients in their NDIS transition.* As an organisation we will continue to seek and embrace new opportunities as they arise, however our core values and purpose for being will remain the underpinning drivers of our direction as we remain person centred in this new business model of operating.

These are exciting times as the NDIS rollouts in Gympie on the 1st of January 2019 and with Avenues privileged to support existing NDIS participants who have moved into our region from other areas, we have gained a sound understanding of the NDIS and are well placed for the future.

In closing, I would also like to take this opportunity to thank our clients and families and our incredible and dedicated support workers. You have also gone through huge changes over the past year regarding the organisation. Your patience and understanding is very much appreciated and without you, we are not Avenues. A big thank you to the Leadership Management Team for your ongoing support and enthusiasm. You are all amazing in your resilience, can-do attitudes and ability to **embrace change**……

Manager's Report

Embracing Change

It is with great pleasure that I present the report for the financial year of 2017-2018. A report that will reflect on the year that has been whilst also looking forward to a time of social reform and renewed management.

What a year! Avenues has seen major changes to its Leadership Management Team and it will continue to see changes as it redefines and recalibrates its operations and management. 2017-2018 has been a time of reworking and revision. We said goodbye in November 2017 to our long time Office Manager Sharon, paving the way for return to work participant, Bob, to take up the role of Office Manager for Avenues. With Sharon's resignation, our wonderful Roster Coordinator, Karen, added Payroll and Finances to her bow and become our Roster and Finance Officer.

The organisation's flexibility and openness to trying new ways saw the then, CEO Tess Parker pursue her passion for mentoring and training Social worker students as she took up part time work as a Lecturer at the University of the Sunshine Coast in February 2018. This in turn allowed for the Office Manager to increase his hours and dedicate part of his role to NDIS Pre Planning with our current clients. Avenues CEO resigned on June 15th, 2018 and her timely resignation allowed for the Management Committee to review the organisation's current and future viability. This permitted for repositioning and restructuring to ensure the future success of the organisation. The then President resigned her position in July 2018 after having achieved her goal of bringing the organisation to a point for recalibrating with the National Disability Insurance Scheme at the forefront.

Avenues' amazing resilience and responsiveness to opportunities and challenges has seen it adapt and grow whilst its ability to continually embrace change places it in a strong position for the year ahead.

The constant that has underpinned the organisation over the years, are the amazing people we support, their families and caregivers and the dedicated and wonderful support workers who are the face of Avenues. Without our clients and support workers, we are not Avenues and we are grateful and thankful every day to walk alongside these fantastic people.

Thank you to our wonderful gardener, Jo Clarke and cleaner, Jules Glassop who assist us with the maintenance and presentation of our historic Forester buildings and grounds.

That brings us to today. With a refined and restructured Management Team and Management Committee, we are forward looking and united, excited by the NDIS and what this means for the current and future people we support. We are under no illusions that the next 6-12months of the NDIS rollout will be easy and smooth sailing, however we are continually educating ourselves in the NDIS space and currently have the privilege of supporting NDIS participants in both service delivery and Plan

Management. As we take lessons from other NDIS rollout sites and the discussions we have with organisations already operating in the NDIS space, we know that we will have to remain adaptive and flexible into the future. We understand that some current practices may not be viable or sustainable under NDIS and we will work with our Avenues community to find new and different ways of operating.

In closing, it **is** an exciting time to be of service to people with disabilities. With a Support Worker team second to none and a Management Committee and Leadership Management Team that work closely together, we are well placed for the next chapter.

Continuity gives us roots, change gives us branches.....

letting us stretch and grow and reach new heights.

Pauline R Kezer

Claire de Laney

Manager

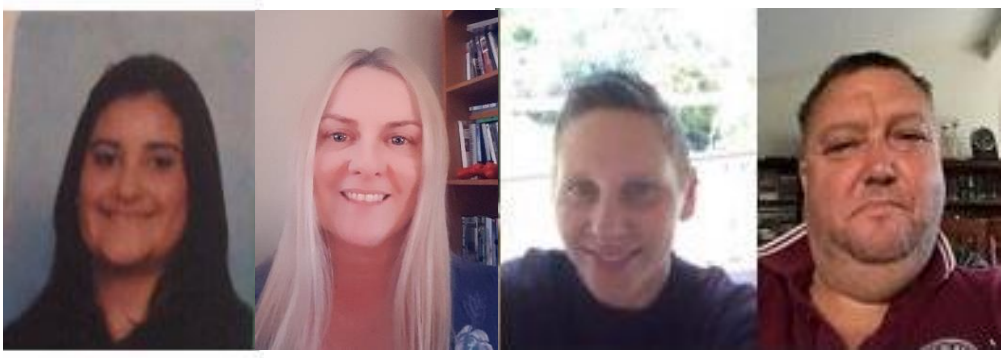
More about US!!!

- **Avenues gained NDIS registration in June 2017 and proudly started supporting our first NDIS Participant in September 2017**
- Two of our amazing support workers Coralie Leitch and Leonie Dennison celebrated 20 years of service with Avenues
- Our historic Sherwood Hall is host to many diverse and wonderful groups from in and around Gympie

We have a small fleet of service vehicles including wheelchair accessible vans

Avenues owns a wheelchair accessible house in Gympie

- Our support workers, volunteers and Leadership Management Team (LMT) completed WHS, fire safety and food handling training in 2018
- Maintained full accreditation to the Human Services Quality Framework (HSQF)
- The LMT attended many workshops around the NDIS throughout the year



- Proudly supported Gympie High student Maddison in her Business traineeship and mentored 3 students undertaking their degrees in Social Work

Events and Activities

It's Christmas 2017

Christmas celebrations with our amazing clients and their staff.

Lifestyle Support

Disability Services

Enjoying Christmas cheer with our Management Committee and fantastic support workers.

Lifestyle Support

Disability Services

Music Wednesdays are something to behold. We are privileged to welcome people from a variety of organisations within and outside of Gympie to join in the fun and laughter at our karaoke days.

Winter trees on Mary

Avenues hosts a National Reconciliation Week Morning Tea with Cooloola Aboriginal Service Inc. (CASI)

List of Nominees for 2018-2019

Position	Candidate	Proposer	Seconder
President	Daniel Stewart	Pam Davidson	Chris Bowman
Vice President	Pam Davidson	Claire de Laney	Karen Harrison
Treasurer	Laurence Cassar	Claire de Laney	Karen Harrison
Committee Member	Chris Bowman	John Falkinder	Pam Davidson
Committee Member	John Falkinder	Chris Bowman	Pam Davidson

Table 4: Committee Nominees for 2018-2019

Leadership Management Team for 2018-2019

Manager:
Claire de Laney

Team Leader:
Robyn Allen

Business Support Officer:
Karen Harrison

Team Leader:
Jim Cartwright

Junior Administrative Assistant:
Jacob Lee

Administrative Assistant:
Chantelle Pinkerton
Commenced 16th October 2018

Lifestyle Support Disability Services

This is what it's all about……providing the best possible support to the people who entrust their care to Avenues…… embracing change and working together as we welcome the NDIS and the vision it holds for all

Lifestyle Support

Disability Services

Financial Statements

Avenues Lifestyle Support Association Incorporated

ABN 66 921 659 183

Financial Statements
For the year ended 30 June 2018

KOALA ACCOUNTING & TAXATION

Accountants & Registered Tax Agents

Shop 3, 9 Channon Street

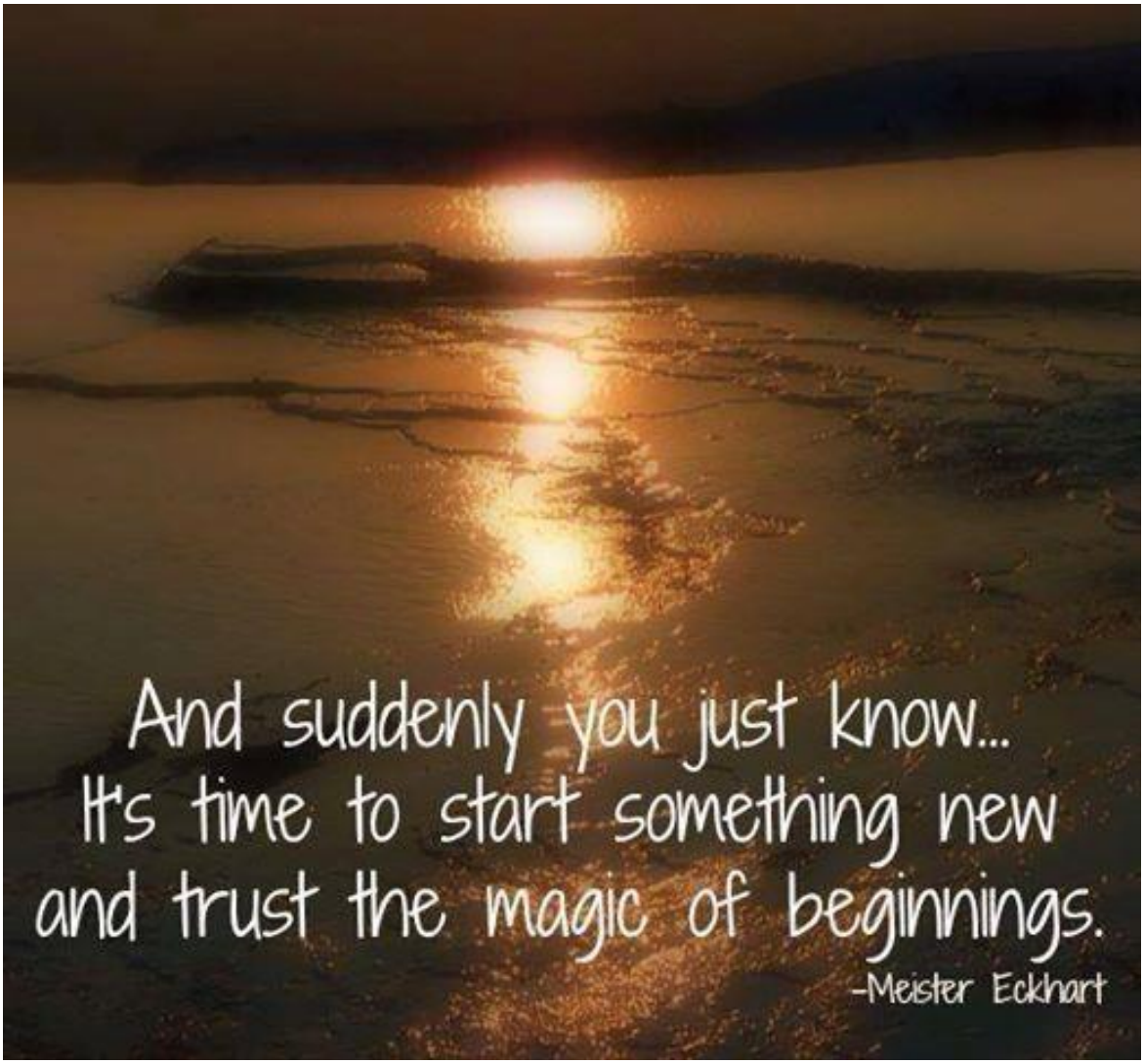
P O Box 466, GYMPIE QLD 4570

Phone: 07 5482 7655

Email: info@koalatax.com.au

Lifestyle Support

Disability Services


And suddenly you just know...
It's time to start something new
and trust the magic of beginnings.
-Meister Eckhart