

# Annual Report 2020/21



South  
Australia

[mealsonwheelssa.org.au](http://mealsonwheelssa.org.au)

# 2020/21 Directory

## Patron

His Excellency the Honourable Hieu Van Le AC,  
Governor of South Australia

## Board Members

### President

Mr W Coomans

### Vice President Services

Mrs H Richardson

### Vice President Finance

Mr K Reid

## Elected, Delegate and Co-opted Members who served on the Board of the Association in 2020-21

Ms E Hamilton  
Mrs S Mudge  
Mrs A Perrott  
Mr G Colquhoun  
Dr N Luscombe-Marsh  
Mr J Giles  
Mr R Hearn  
Mr N Jones  
Mr G McLaughlin

## Terms concluded Oct 2020

Mr D Henderson  
Mr A Lipschinski  
Mrs S MacDonald  
Mr R Wray  
Ms P Gale

## Leadership Group

### Chief Executive Officer

Mrs S Broer

### General Manager Service Operations

Mrs J Bonnici

### Executive Manager Infrastructure & Cook Chill

Mr E Coronica

### Executive Manager Corporate Services

Mr D Smith

### Manager Innovation Projects

Mr M Kearns

## Professional Services

### Auditors

HLB Mann Judd  
169 Fullarton Rd, Dulwich

### Lawyers

Lynch Meyer  
190 Flinders St, Adelaide

### Bankers

National Australia Bank  
48 Greenhill Rd, Wayville

Member of



Meals on Wheels  
Australia

# About Meals on Wheels

## Our Vision

Well-nourished people thriving within their communities.

## Our Purpose

We support South Australians to live well by providing food services, creating social connections and promoting well-being.

## Our Values

Caring | Respectful | Integrity | Collaborative | Positive

CARING



MoWSA cares about the people we assist, work and engage with, to support where appropriate and respond where required.

RESPECTFUL



MoWSA will show courtesy, consideration and regard for the people we engage with in undertaking our work.

INTEGRITY



MoWSA has a focus on doing the right thing in a reliable way, to achieve positive and effective outcomes.

COLLABORATIVE



MoWSA will accomplish our goals by working together with others and where appropriate, drawing on shared experience and understanding.

POSITIVE



MoWSA strives to act and work in ways which give cause for hope, confidence and success amongst those we interact with.



# 3 Year Strategic Plan

## Our Goal

Ensure more people get more benefit because Meals on Wheels SA is relevant and creates value for them.

## Our Customers

Older South Australians experiencing, at risk of or seeking to prevent poor nutrition and isolation, and want to stay living independently.

People of all ages with special dietary needs, trouble chewing, swallowing, cooking or shopping with ease, caring responsibilities, and those experiencing social isolation or food insecurity.

## Our Priorities - 2021-2024

**Learn** and provide what our customers want and value.

**Change** people's minds about our food and services.

**Help** more people in need to receive our healthy meals.

**Subsidise** meal services through public and business sales income.

**Invest** in our workforce and improve business systems.

## Our Objectives

### Preferred provider of meals to seniors

#### *Actions include:*

- More customer input
- More meal variety
- Keep improving quality

### Help new groups, deliver new services

#### *Actions include:*

- My W.I.S.E. Choice
- Promote special & texture-modified meals
- Food security

### Boost our image

#### *Actions include:*

- Advertising
- Website improvements
- Strengthen customer service in all settings

### Stronger base for future success

#### *Actions include:*

- Support workforce
- Better business systems
- New income streams



# Report of the President and the CEO



**Bill Coomans**  
President | Chair

**Thank you to all Meals on Wheels SA volunteers and employees who have ensured continuous and excellent service delivery, despite shifting pandemic restrictions and other interruptions. Customer feedback reflects how grateful the community is for our collective efforts.**

The past year represents a transformative inflection point for Meals on Wheels SA – where we began to extend our social impact while strengthening our foundations and improving core service delivery.

Our 2021-2024 Strategic Plan charts the course for the first stage of transformation, aimed at ensuring more people gain more benefit from our organisation. The objectives of the Plan are that Meals on Wheels SA is the preferred provider of seniors' meals, supports new groups of people and develops new services, boosts its image and builds a stronger base for future success. Our priorities are to learn and provide what



**Sharyn Broer**  
CEO

our customers want and value, change people's minds about our food and services, help more people in need to receive our healthy meals, subsidise meal services through public and business sales income, invest in our workforce and improve business systems.

Our award-winning new Cook Chill facility and corporate offices provide a platform for growth and product improvement. The facilities were fully operational from July 2020, with the building officially opened by our Patron, His Excellency the Honourable Hieu Van Le AC, on 26 March 2021. An open day for volunteers and staff was held the following day, with some 200 people taking the opportunity for a rare 'behind the scenes' tour.

In addition to providing a COVID-safe and efficient working environment for Central Office staff, the new facility substantially increased production capacity to meet growing demand from Meals on Wheels SA customers and created potential to improve the range and variety of frozen and specialty meals. There were challenges in adapting Cook Chill operations to the new facility, which in turn disrupted some customer services in early 2021. Remedies have been

implemented and, once reliable supply to branches has resumed, we have the opportunity to expand provision of frozen and specialty meals to hospital-based branches and sister organisations interstate.

We have invested in learning more about what our current and future customers need and want from our organisation, and this dialogue will be maintained and strengthened. Feedback received through "Have your say" forms, focus groups, surveys, complaints, compliments and market research have all helped shape service and product development and will continue to do so.

Over recent years our team has substantially improved the variety, appearance, and taste of the dishes on our menu. This has been reflected in our new branding, website and other marketing materials and was the basis of an advertising campaign designed to tempt people to try our food. The campaign, which ran in early 2021, definitely whetted the appetites of older South Australians and increased the number of people benefiting from our nourishing meals, along with visits and connection with our delivery volunteers. Average daily meal services increased some 15 percent (600 meals per day) as a result of the campaign, with some branches seeing increases of more than 25 percent, returning their activity to levels last seen a decade ago, or to all-time highs.

This rapid growth, along with the ongoing challenges of the Coronavirus pandemic and increased compliance requirements, has emphasised the need to reinforce branches with both voluntary and paid support. A Volunteer Recruitment Drive has been underway throughout the year and particularly in May and June 2021, alongside steady growth in the number of paid Branch Coordinators.

We were delighted this year to launch and expand new services to improve the wellbeing, independence and social engagement of our older customers. Dubbed My W.I.S.E. Choice, the program enables branch volunteers and customers to enjoy a meal together as a group or one-on-one, helps customers gain skills and confidence in meal preparation, shopping and food safety, and facilitates other social engagement. Initially available in the metropolitan area, we plan to extend this service to other parts of South Australia in the future.

We have also continued to donate some meals to people experiencing food insecurity, generously paid for by donors and sponsors and distributed by partner organisations Catherine House, SHINE SA, Uniting Care and Ronald McDonald House Charities SA.

The adaptability, resourcefulness and dedication of our volunteers and staff in smoothly and calmly responding to escalations in pandemic restrictions is commendable and, indeed, remarkable. Our teams have adapted without complaint to mask-wearing and changed delivery procedures designed to protect

the safety of our vulnerable customers along with our workforce. There was no disruption to service delivery at a time when more people than ever needed our essential service. Meals on Wheels SA gained additional Australian Government funding to offset extra costs arising from the pandemic and this meant there was no need to raise customer contributions towards their service during the year.

Though COVID-19 emergency relief funding provided important financial support in 2020-21, the organisation has kept a firm eye on the future. Our Chief Executive Officer (CEO) represented Meals on Wheels providers at a hearing of the Royal Commission into Aged Care Quality and Safety and led development of several written submissions and analysis of the likely impact on Meals on Wheels SA if the Australian Government accepted the recommendations made by the Royal Commission. Central to those recommendations and the Government's response was a redesign of in-home support for older Australians, including the way that support services are funded. This provides the opportunity for Government to remedy the anomalies in the way that services are currently funded, and remove the unwarranted and unacceptable difference in the amount that people on the Commonwealth Home Support Programme (CHSP) pay when compared to those in receipt of a Home Care Package. Further, we are seeking funder recognition of the social engagement and wellbeing checks embedded within the Meals on Wheels service model. These actions are being undertaken on a state and national level, with both being led by Sharyn Broer in her dual role as President of Meals on Wheels Australia and CEO of Meals on Wheels SA.

Our Board strives for best practice governance of the Association. At a Special General Meeting in October 2020, the Council of Voting Members adopted the Board's recommended changes to the Constitution. This enabled revisions to the composition of the Board that will be implemented over a three-year period and ultimately reduce the number of Board positions by four. It also enabled revocation of the Rules Governing Branch Committees, which have been replaced by an updated Branch Committee Handbook and clear delegations of authority. And, in these pandemic-disrupted times, amendments were also made to enable a General Meeting to be held in more than one location, including in a virtual environment.

The three-year terms of Branch Representative Board members Bob Wray (Campbelltown) and Susan MacDonald (Brighton) concluded at the Annual General Meeting and we thank them heartily for their contributions to the Board and its Committees over their term. At the conclusion of her term as Vice President, Shirley Mudge (Waikerie) was elected to one of the vacant Branch Representative positions while returning Board member Gary McLaughlin (Happy Valley) was elected to the other. At the

conclusion of the Annual General Meeting, there were two vacancies for Elected Members. The Board sought nominations and from a field of high calibre nominees appointed Neil Jones and Richard Hearn to the casual vacancies, with both starting their terms in February 2021.

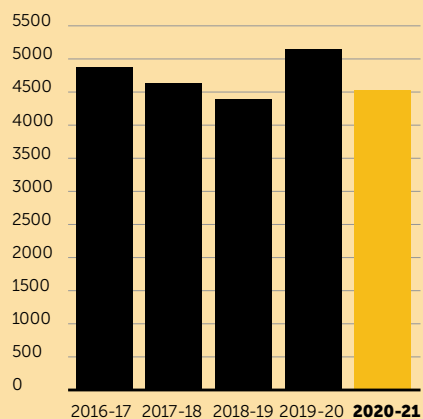
The staunch support of our Patron, His Excellency the Honourable Hieu Van Le AC, Governor of South Australia and Mrs Le, was highly valued during the year. In addition to officially opening our Hilton premises, His Excellency presented service awards at our annual Awardee Luncheon in November 2020 – a happy event and one of few that were able to proceed despite the pandemic. His Excellency’s term is drawing to a close and we wish him and Mrs Le every happiness and success in their future endeavours.

We also welcomed joint Patrons of Meals on Wheels Australia, Governor-General His Excellency General the Honourable David Hurley AC DSC (Retd) and Her Excellency Mrs Linda Hurley who visited our Hilton facilities and met with staff and volunteer representatives. Mrs Hurley, a former Meals on Wheels volunteer and an accomplished singer, performed a song that she composed to celebrate the work of Meals on Wheels, and led all assembled in singing “You are my sunshine!”

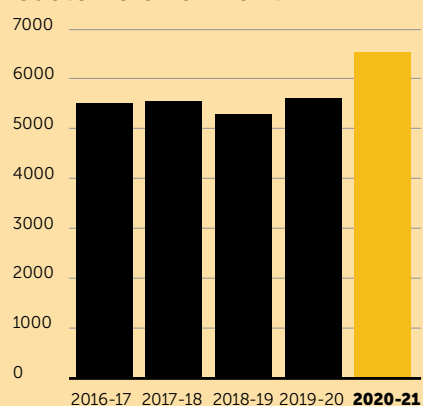
We acknowledge the efforts of our growing team of employees who facilitate the smooth operation of our services and support our branches and volunteers. Our periodic assessment of organisational culture demonstrated continued development of our desired constructive and risk aware culture and a plan for continual improvement has been implemented. The Leadership Group, led by our CEO, have continued to steer the transformation of Meals on Wheels SA while overcoming setbacks and challenges. We wish Rick Coronica, Executive Manager Infrastructure and Cook Chill Production all the best in his retirement from Meals on Wheels SA after more than 13 years of valued service.

As ever, we save our biggest thanks to the legions of volunteers who generously contribute their talents, time and enthusiasm to improving the lives of thousands of fellow South Australians. Collectively you keep our wheels turning, gas stoves burning and customers yearning for more tasty meals and cheerful conversation! Our organisation continues to flourish and strive towards our vision of well-nourished people thriving in their communities, and we thank everyone involved in making it so.

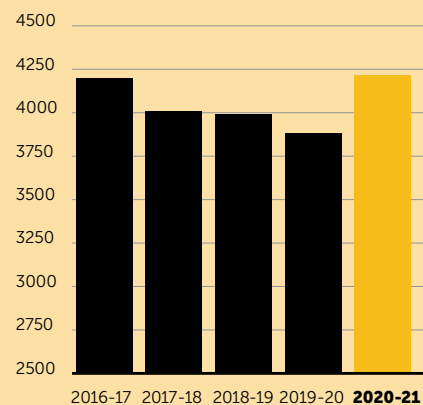
### Number of Customers Referred for Meal Services



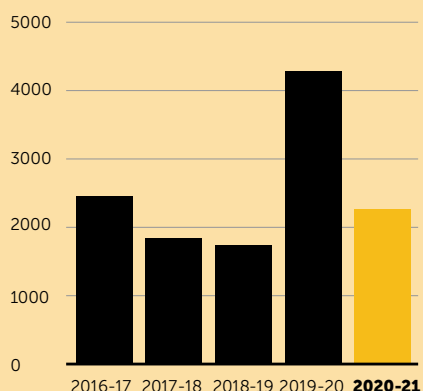
### Average Number of Active Customers Per Month



### Average Meals Per Day



### Volunteer Enquiries Per Year





# Service Operations Report



**Julie Bonnici**  
General Manager Service Operations

Upon reflection some 12 months ago we suggested Meals on Wheels SA had just faced one of its most challenging years in its history. This was because we didn't know what the 2020-2021 year would throw at us. The daily operation of Meals on Wheels SA is to respond to the existing and emerging needs of the community, while ensuring our services meet contractual obligations and remain compliant with legislation and regulations. Once again, thanks to the dedication of our volunteers and staff, we met the challenges and delivered an outstanding result throughout the Financial Year.

## 2020-2021 highlights

- Our wonderful volunteers delivered 1,046,084 meals across the state during the year, almost 70,000 more than in the previous year.
- 11,166 people received a service from Meals on Wheels during the year, an additional 1,141 people compared to last year who were supported to continue living at home. This continues the trend of more people using our services year on year.

- MoWSA secured ongoing funding to provide social support, training customers in safe food preparation and storage, allied health services and technical aids to assist people to regain skills and independence in relation to shopping and cooking. The My W.I.S.E. Choice Program is now an ongoing part of the Meals on Wheels service to the community.
- The average number of customers that received a service each month was 6,450, compared to 5,525 last Financial Year. For many branches this meant busier rounds, and even the need to increase the number of rounds every day.
- 4,569 people commenced services, compared to 5,013 the year before. Due to COVID-19 restrictions, most of our customers commenced services by a telephone assessment, rather than a home visit.
- Almost 72 percent (8,546) of our customers were supported by the Commonwealth Home Support Programme (CHSP) as a percentage of all customers. This is almost 13 percent fewer than last year, and represents the ongoing shift of customers to Home Care Packages (HCP).
- Meals on Wheels SA has focused on responding to the increasing number of HCPs in the state. This has enabled customers to continue to receive meals when they transition from CHSP to HCP, and also ensured that we have service agreements in place with all HCP providers. This positions MoWSA well to respond to anticipated changes in the way aged care services will be provided across Australia in the near future.
- 20 percent (1,756) of Meals on Wheels customers received their meal service as a part of a Home Care Package. This compares to 352 people in 2019 and 907 in 2020, representing our largest growth area, a trend that is expected to continue.
- This year, our customer cohort continue to get older, with 46.7 percent of all customers aged 85 years or older. We helped 684 people aged 95 years or older to continue to live in their own homes, representing 6.1 percent of all customers.

## Business as usual and new beginnings

### Great food, Great service

Despite the wonderful service MoWSA continues to provide and our "much loved" reputation in the community, the trend in the past two decades has been a slow and steady decline in the number of people choosing to use our service. Market research told us that the broad perception of MoWSA was that we provide old fashioned food to old people.

MoWSA experienced significant growth in new customer demand and community need in the early

months of our COVID-19 response which continued throughout the year. Our ongoing commitment to improve the quality of our meals and menu in the locations where we produce the food has also yielded great results.

Recognising that we need to change the “old, old” perception, a new marketing campaign was developed throughout 2020, and was publicly launched in January 2021. Our great food was the focus of the campaign. The new campaign has delivered outstanding results, in both new customers and volunteers. We enticed people to think about us and our food in a more positive way. Our investment in marketing is intended to ensure that our traditional existing customer and volunteer base sees Meals on Wheels as relevant and desirable, both now and into the future.

The growth in customers and meal numbers was demonstrated across the branches where Meals on Wheels deliver our own meals. We have not seen a corresponding increase in the locations where our meals are purchased from third party suppliers, but we have seen a move to more country branches being supplied with meals from the Hilton Kitchen.

Despite this, some of our country branches have an outstanding supply of great meals from their local hospital and have been able to introduce choice into the menu. We will continue to work with country branches that want to see the same type of improvement in choice and quality of meals.

### **Providing a cold meal option in summer**

One of our key goals is making our meals appealing for all senses, including the way it looks smells, tastes and feels in the mouth. We want our meals to be something that our customers look forward to eating. Increasingly customers tell us that they would like some cold meal options in summer. While this may sound straightforward and all we need to do is select some delicious cold meals, meeting the food safety requirements are equally, if not more challenging for cold meals.

In December 2020 we were about to embark on delivering our first cold meals, consisting mainly of salads, all purchased from a third-party supplier. However, we were very disappointed when this had to be abruptly stopped, due to the extremely rigorous Food Safety Standard 3.3.1.

Planning has commenced regarding the summer of 2022, and our intention is to provide cold meal alternatives, produced in the Hilton and Branch Kitchens.

### **MoWSA’s new “My W.I.S.E. Choice” Program**

MoWSA has been successful in gaining additional and ongoing funding from the Australian Government to provide innovative services that increase social contact for those isolated in the community and to help older people gain skills and independence in relation to safe meal preparation.

W.I.S.E. stands for Wellness, Independence and Social Engagement and is currently being rolled out across metropolitan Adelaide. Initial feedback and participation from customers and volunteers alike has been pleasing and we are looking forward to seeing what the future holds for the further development of this program.

### **Stakeholder engagement – focus on customers**

Organisations thrive when they learn how to communicate with stakeholders effectively. Effective stakeholder management can deliver more customers, better-formulated policy, well-managed projects, innovation and confidence in the organisation.

The Aged Care Quality Standards and good governance practice were instrumental in the Board’s decision to establish a Stakeholder Engagement Framework, with a priority to establish stronger engagement with MoWSA customers. A new Board sub-committee was established to provide oversight and monitor the progress of the engagement strategies.

### **Some of the engagement initiatives included:**

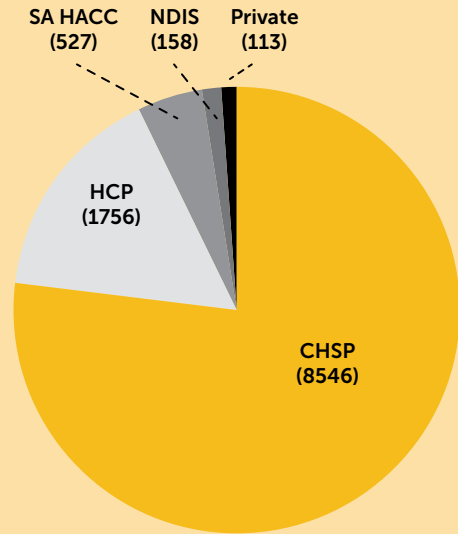
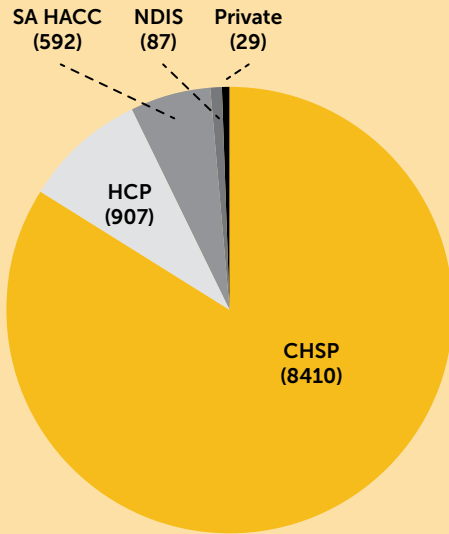
- 150 customers interviewed regarding their thoughts about cold meal alternatives and vegetarian dishes.
- A focus group was run with a small group of customers to discuss their experience as a Meals on Wheels customer and field suggestions on how to best communicate with them and receive their feedback.
- Planning for the bi-annual customer survey has commenced and it is planned that all Meals on Wheels customers across the state will be invited to complete the survey.

The feedback received from these activities is presented to the Board, and helps determine the priorities for the organisation, highlighting areas for service improvement and development.

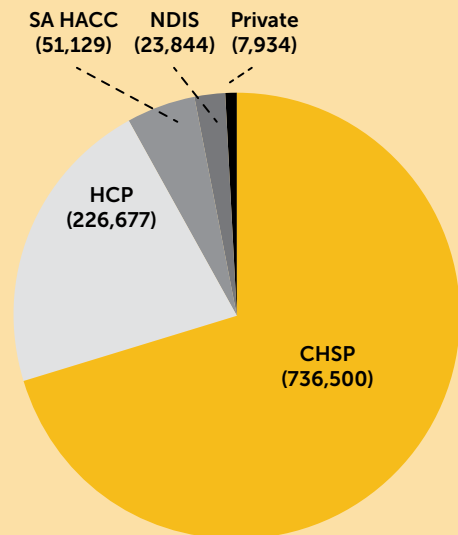
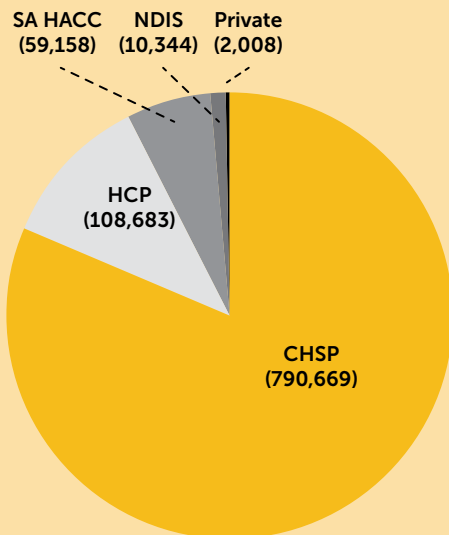
# 2019-20

# 2020-21

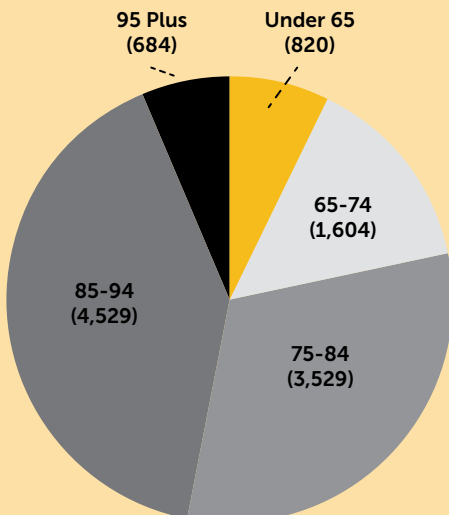
## Individual Customers by Program



## Meal Services Delivered by Program



## Customer Age Groups



## Legend

- CHSP** = Commonwealth Home Support Program
- HCP** = Home Care Packages
- SA HACC** = SA Home & Community Care Program
- NDIS** = National Disability Insurance Scheme
- Private**

# Delivered Meals

For the year ended 30 June 2021

Branch	Meal Type	Total 12 Months	Daily Avg.	Meals Served Since Inception
Ardrossan	O	3,898	16	90,857
Balaklava	O	4,272	17	186,573
Barossa Valley	O	11,386	46	599,021
Beachport	F	1,214	5	4,790
Berri	O	6,216	25	370,871
Blackwood	CC	14,805	60	315,342
Booloroo Centre	O	2,294	9	145,974
Brighton	K	32,629	132	2,063,919
Burnside	K	25,209	102	1,547,201
Burra	F	1,863	8	148,859
Campbelltown	CC	33,955	137	1,176,418
Ceduna	O	2,550	10	122,203
Christies Beach	K	61,005	246	1,826,734
Clare	O	2,536	10	269,967
Copper Triangle	K	17,627	71	487,944
Cowell	O	1,733	7	75,600
Crystal Brook	O	1,950	8	215,070
Cummins	O	1,754	7	101,401
Edwardstown	K	23,779	96	1,686,942
Enfield	K	17,111	69	1,161,941
Charles Sturt	K	30,931	125	1,066,611
Gawler	K	21,801	88	864,753
Gilbert Valley	O	1,919	8	184,201
Glenelg	K	23,195	94	1,645,056
Hallett Cove	CC	17,012	69	308,713
Hamley Bridge	O	495	2	53,376
Happy Valley	CC	30,877	125	526,227
Henley & Grange	K	36,272	146	1,679,117
Hindmarsh	K	25,356	102	1,438,727
Jamestown	O	3,633	15	206,989
Kapunda	O	4,896	20	43,423
Laura & Districts	O	905	4	146,869
Maitland	O	2,127	9	116,759
Mannum	O	2,620	11	198,335
McLaren Vale	O	5,126	21	150,951
Meadows	F	1,105	4	49,393
Milang	F	704	3	23,762
Millicent	O	7,005	28	174,348
Minlaton	O	569	2	52,873
Mitcham	K	43,309	175	1,953,482
Modbury	CC	41,040	165	1,027,624
Morgan	O	953	4	69,766
Mt Barker	CC	15,280	62	518,774
Mt Gambier	K	31,096	125	1,297,693

Branch	Meal Type	Total 12 Months	Daily Avg.	Meals Served Since Inception
Murray Bridge	O	14,805	60	955,096
Naracoorte	O	2,447	10	186,727
Northfield	CC	39,605	160	650,612
Norwood	K	28,772	116	1,382,804
Onkaparinga Valley	CC	6,006	24	273,426
Orroroo	O	1,557	6	27,172
Peterborough	O	3,606	15	236,738
Playford	CC	29,336	118	776,413
Port Adelaide -Osborne	K	41,922	169	1,950,226
Port Augusta	O	7,964	32	675,695
Port Broughton	O	2,542	10	136,770
Port Lincoln	O	12,755	51	762,646
Port Pirie	K	16,769	68	1,039,023
Prospect	K	12,833	52	1,157,542
Quorn	O	1,886	8	103,893
Renmark	K	12,597	51	651,418
Salisbury	K	38,659	156	1,371,859
Snowtown	O	1,928	8	107,217
Southern Yorke Peninsula	O	1,922	8	107,454
Stansbury	O	647	3	47,146
Stirling & District	K	11,600	47	567,924
Strathalbyn	O	4,088	16	285,602
Streaky Bay	O	3,337	13	157,723
Tailem Bend	O	1,862	8	120,431
Tintinara	F	63	0	8,671
Tumby Bay	O	7,435	30	220,305
Two Wells	F	1,822	7	41,810
Victor Harbor	K	33,224	134	954,586
Waikerie	K	7,539	30	348,824
Warradale	K	34,852	141	1,203,269
West Torrens	K	26,282	106	1,339,953
Whyalla	O	10,215	41	651,130
Willunga	O	2,305	9	60,141
Wudinna	O	2,267	9	65,851
Yankalilla	K	4,622	19	215,370
Inactive Branches				7,915,662
<b>TOTAL</b>		<b>1,046,084</b>	<b>4,218</b>	<b>53,152,579</b>

## Notes:

In the legend the letter K refers to Kitchen Based, CC refers to Cook Chill Branches, O refers to Other Suppliers such as Hospitals, other branches etc. F refers to Frozen meal reheated or delivered frozen.

Christies Beach has produced a further 77,206 meals for other branches. Warradale has produced a further 285,613 meals for Cook-Chill branches. Victor Harbour produces meals for Goolwa & Districts Branch. Barossa Valley Meals are now prepared by Hilton and heated by the Tanunda Hospital



# Branch Service Milestones

July 2020 - 30 June 2021

## 60 Years

Brighton  
Henley & Grange

## 55 Years

Berri

## 50 Years

Balaklava  
Christies Beach  
Crystal Brook

## 45 Years

Cummins  
Quorn  
Snowtown  
Strathalbyn

## 40 Years

Ceduna  
Morgan

## 35 Years

Two Wells

## 10 Years

Naracoorte





# Meal Delivery Milestones

**July 2020 - 30 June 2021**  
Since Inception

**Orroroo**  
**25,000**

**Blackwood**  
**300,000**

**Mt Barker**  
**500,000**

**Northfield**  
**600,000**

**Norwood**  
**1,350,000**

# Corporate Services Report



**David Smith**  
Executive Manager Corporate Services

Volunteers are an important and integral part of Meals on Wheels. With more than 6,000 volunteers offering their valuable time across 80 branches, the management of personnel is a significant undertaking. Increasingly, we are required to meet more stringent compliance requirements. These included Police Checks and proof of induction and food safety training, where appropriate. During the last year, several workforce management solutions were evaluated to find a suitable one for use at Meals on Wheels. We settled on Be Collective, which is closely aligned with the values of Meals on Wheels and exists purely for the benefit of local communities and in enabling people to volunteer. We have been preparing our existing data in readiness for the transfer to the new cloud-based system and Be Collective continue to work with us to adapt it to our needs.

Our annual Awardee Afternoon was held on Friday the 13th of November at Sfera's on the Park. We had just over 200 volunteers attend with our Guest of Honour and Patron, His Excellency the Honourable Hieu Van Le AC and Mrs Le. There were 24 volunteers who were presented with their award for 40 or more years

of service and 129 volunteers in attendance who had achieved life membership that year. It was wonderful to get together and celebrate these service milestones.

The customer meals database and changes to the financial structure of Meals on Wheels SA are two major projects undertaken over the last few years. Both projects were successfully implemented across all branches this year.

The MIS (Meals Information System) is the result of extensive collaboration and consultation across all sectors of Meals on Wheels. It reflects both the common needs we have in delivering our current service to customers, while accommodating for the differences in the environments our branches operate in.

Provision has been made to enable the platform to adapt to changing service needs as they occur. An example is the My W.I.S.E. Choice Program, which has been included within the MIS framework.

Significant changes have also been made to how payments are made for expenses incurred at branches. This project has had benefits well above simplifying the payment of branch invoices. Its implementation has resulted in a significant improvement to the financial structure of Meals on Wheels. Formerly, income from meal sales was collected centrally and then distributed to branches. Branch Treasurers then had a lot of work to do, much of which was then redone at Central Office to get the data into the consolidated accounts. Although this system had worked well for many years, it had become obvious that it was inefficient and that technology allowed for better processes. A major benefit for Meals on Wheels SA was that we were able to integrate our financial processes and data into one system. This in turn meant that we could effectively update our financial management software to something more fit for current and future purpose. It also provides the opportunity to integrate best practice within our production facility at Hilton.

An analysis of our current and future financial and production planning needs was conducted by a working party, appointed by the Finance, Audit and Risk Management (FARM) Committee. Several suppliers were contacted with a selected group presenting to the working group. Pronto, an Enterprise Resource Planning Solution used widely in food production businesses, was selected as our supplier for this important upgrade. We have now prepared the chart of accounts for the new structure and system.

It is expected that initial implementation of the finance system will happen in the final quarter of 2021, while the manufacturing components will start to be live in the first quarter of 2022.



# Infrastructure and Cook Chill Production Report



**Rick Coronica**  
Executive Manager Infrastructure and Cook Chill

The first year of operations of our new Cook Chill Facility has seen significant activity to ensure safe and high quality meal production and a reliable supply of product to branches, as we returned to full in-house production of standard and specialised chilled and frozen meals for the first time since early 2019. This critical infrastructure supplies around 40 percent of all meals delivered by Meals on Wheels SA.

Growth in customer numbers and an increased demand for frozen and special meals meant that the facility was much busier than forecast, with around 20 percent more meals produced than expected. This included building up frozen stock as a contingency in case Cook Chill or branch meal production was disrupted by COVID-19 outbreaks and quarantine.

The facility increased its production capacity and reduced cooling times by bringing forward planned capital expenditure to install tumble chilling equipment costing \$300,000. This equipment also

provides us the opportunity to introduce sous vide cooking of large quantities of meat in the future. Creation of a dedicated bakery section with an extra 40-rack oven also increased production capacity to meet extra demand.

We were pleased to contribute to service improvements by enabling standard frozen meal customers to choose their meals from a menu, and then were very disappointed that a variety of system and process issues meant this improvement had to be suspended as we could not reliably fill customer orders. This was very frustrating for both customers and volunteers. We have examined the root causes and have implemented several changes that will allow frozen meal choices to resume, along with improving the variety of special meal ranges.

Food safety continued to be an important focus for the Cook Chill Facility throughout the year. Considerable efforts were made to attain Hazard and Critical Control Point (HACCP) certification of the new facility, which was achieved in September 2020. The HACCP programme was developed steadily, resulting in successful audits throughout the year from independent auditors SAI-Global, local council health inspectors and SA Health.

Additionally, considerable resources were allocated to the development of a robust system of traceability for all products sourced from the Hilton Cook Chill Facility to the branch network. The parallel development of improved allergen management processes within the facility means that more detailed product labels for frozen meals can be introduced by 2022. An outcome of this work is the development of standardised recipe data and ingredient specifications, which in turn will support improved purchasing and cost management. This will be facilitated by new software to be implemented as part of the organisation's Enterprise Resource Planning system in late 2021.

The focus of facilities management has been on providing reliable cooking and refrigeration equipment at branch kitchens and ensuring that equipment calibration and servicing occurs in accordance with the Food Safety Plan. As demand for chilled and frozen meals has flourished, there has been a substantial investment in extra refrigeration equipment at branches, with \$82,000 of new equipment purchased, \$50,000 more than forecast. During the year, two branch kitchen refurbishments were completed at the Charles Sturt and Enfield branches, and several branch air-conditioning units were upgraded.

# Innovation Projects Report



**Mark Kearns**  
Innovation Projects Manager

At the start of the year, work was undertaken to improve the capture and recording of customer feedback. This involved configuring the existing Freshdesk service desk software to allow the recording and processing of feedback in the form of tickets or jobs. The tickets can be assessed and allocated to the correct person to respond or investigate the feedback. Following investigation, reports can be generated to allow analysis of trends and themes to contribute to our continuous improvement initiatives and provide data to the stakeholder engagement and BOS committees.

A redesigned Meals on Wheels SA website was launched towards the end of January. The layout of the site was designed to support the "Really" marketing campaign with a particular emphasis on showcasing our delicious food.

This year we extended our support of vulnerable South Australians by partnering with like-minded not-for-profit organisations, Shine SA, Baptist Care, Flinders University, Hutt Street Centre, Catherine House and Ronald McDonald House Charities SA.

The generous support of the Macquarie Group saw us donate a total of 2202 meals to vulnerable Catherine House, Shine SA and Uniting Care clients. By providing nutritious and flavoursome meals to those experiencing financial disadvantage, food insecurity, social isolation, homelessness or ill health, we were able to make a real difference in the lives of others, beyond our Meals on Wheels customers.

We extend our sincere thanks to our wonderful supporters who made these partnerships possible by donating to our Help Feed People in Need Appeal. Due to increased internal demand for frozen meals our supply to these organisations waned in the second half of the Financial Year, but we hope to maintain our relationship with our partners and continue to make an impact within the broader South Australian community.

In May, a partnership between Meals on Wheels Australia, Reckitt and Woolworths saw the donation of 4042 Hygiene Packs to Meals on Wheels customers. From 24 March until 4 May 2021, each purchase of Glen 20 or Pine O Clean products from Woolworths triggered a donation of a Hygiene Pack, which was a wonderful way for South Australians to support our customers, at a time when it was needed most. These packs included a selection of leading Glen 20 and Pine O Clean disinfectant products to help protect the health and safety of our vulnerable customers during the COVID-19 pandemic. Our customers were incredibly grateful for the donation, and we thank our volunteers across the state who went the extra mile to collect the products in-store, pack the Hygiene Kits and deliver them.

We continued our partnership with Flinders University and once again engaged a postgraduate student research team via the New Venture Institute to research the Special Diet and Texture Modified market place in relation to MoWSA. The project delivered detailed market analysis and suggested strategic recommendations that we will look to explore in the year ahead.



# Vice President Finance Report



**Kevin Reid**  
Vice President Finance

We faced the 2020-2021 financial year with uncertainty – some uncertainty about the operating costs of the newly operating Hilton facility and the unknown impacts of the COVID-19 pandemic. Despite this uncertainty, the Association delivered an operating deficit of \$445,636, \$981,211 below the budgeted surplus. Accounting Standards required deferred revenue recognition of FY21 funding of \$750,283 which the Association expects to be acquitted in the near future. Other drivers of this result are discussed below. This operating deficit was augmented by branch donations, investment income and other donations resulting in a surplus, before investment portfolio gains, of \$41,391. As members would anticipate, we benefited from a significant increase in the value of our investment portfolio amounting to \$1,137,986, providing an overall surplus of \$1,179,377.

Our core business is the provision of meals, and it is pleasing to report combined customer, Home Care Package and National Disability Insurance Scheme meal service payments of \$11,968,618 - an 8% increase in the number and 15% in value of meal sales. Whilst COVID-19 had its influence, the key driver of the increase in sales was the REALLY! advertising campaign, which drove a higher number of customers and meals, with 1,046,084 delivered compared to

970,862 last year. This outcome reversed the trend in recent years and has led to an increasing trend of meal service use. I am confident that we will be able to retain many of the new customers we have welcomed to our service.

Predominantly, our customers are eligible for grant-funded Commonwealth or State Government support to reduce the cost of their meals. The revenue from this support increased from \$6,392,582 (includes \$1,490,855 COVID-19 emergency support funding) to \$6,957,836 (includes \$1,200,000 COVID-19 emergency support funding). Additional funding was received to extend wellness, independence and social engagement services. Of this revenue, \$750,283 was deferred, awaiting acquittal.

I would like to highlight one element of contribution which keeps our service going – and that is the daily contribution of volunteers in our kitchens and delivering meals to our customers. You won't find the value of that in the financial statements!

The operating surplus for the year includes donations as well as branch donations and proceeds from fundraisers of \$121,769, reflecting the further generosity of our volunteers as well as our supporters.

Offsetting the increase in income, we experienced a significantly higher level of costs running our new cook-chill facility than we expected – our production levels were 20% higher than budgeted. Some of this cost related to ingredients, consumables and wages required for the additional production brought about by the increase in meal sales and our drive to establish contingency stock. The contingency stock is designed to cushion us from the impact of further lockdowns as well as improve the delivery of choice to our customers. As our team became used to our new facility we incurred additional costs of post-commissioning, minor repairs and basic kitchen equipment. Finally, we incurred additional cleaning costs to ensure Hilton met and exceeded hygiene standards. Based on our 2021 experience, we expect additional wages going forward and these are reflected in the FY22 budget.

The Association's financial position remains strong with total equity reaching \$40.6m at 30 June 2021. This includes the \$23m investment in Hilton.

At 30 June 2021 we held \$3.8m in cash and cash equivalents to cover operating expenses and \$8.4m in our managed investment portfolio for future capital works.

# Summary Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2021\*

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Revenue	18,194,571	16,857,990
Other income	491,575	592,578
Expenses	(18,640,207)	(16,497,354)
Gain/(Loss) on Disposal of Property, Plant & Equipment	(4,546)	590,996
Gain/(Loss) from Remeasuring Financial Assets at Fair Value	1,137,986	(231,026)
<b>NET SURPLUS FOR THE YEAR</b>	<b>1,179,378</b>	<b>1,313,184</b>
<b>OTHER COMPREHENSIVE INCOME</b>		
<b>Items that will not be reclassified subsequently to Profit or Loss:</b>		
Gain/(Loss) from Remeasuring Financial Assets at Fair Value	-	8,594
<b>TOTAL OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>-</b>	<b>8,594</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>1,179,378</b>	<b>1,321,778</b>

\*Summary of data presented in the audited financial statements, available from Meals on Wheels (SA) Inc and published on the Australian Charities and Not-for-profit Commission website.

# Summary Statement of Financial Position

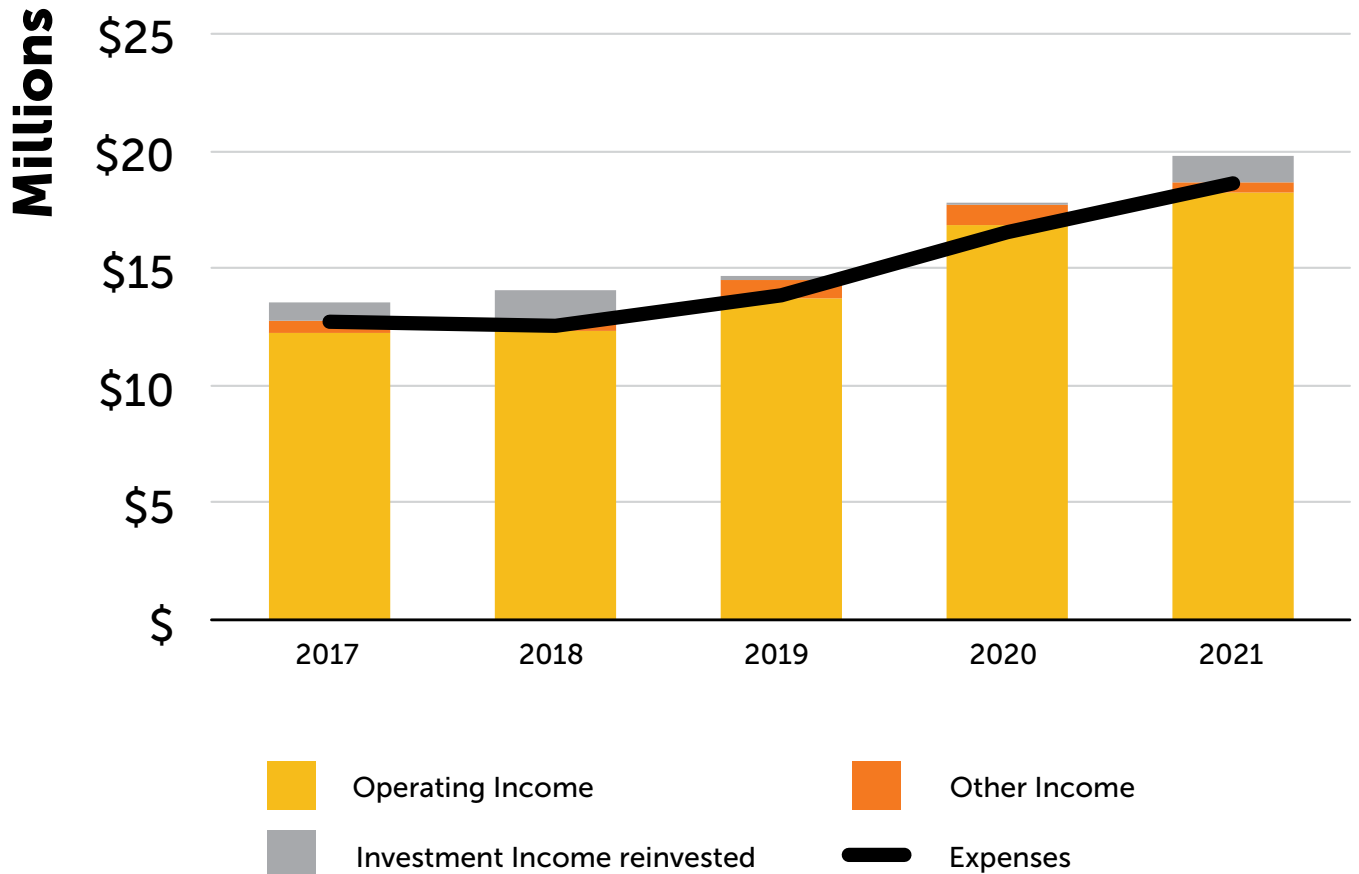
At 30 June 2021\*

	2021	2020
	\$	\$
Total Current Assets	4,842,219	8,131,628
Total Non Current Assets	38,262,983	34,294,457
<b>TOTAL ASSETS</b>	<b>43,105,202</b>	<b>42,426,085</b>
Total Current Liabilities	2,445,539	2,940,988
Total Non Current Liabilities	75,494	80,306
<b>TOTAL LIABILITIES</b>	<b>2,521,033</b>	<b>3,021,294</b>
<b>NET ASSETS</b>	<b>40,584,169</b>	<b>39,404,791</b>
<b>EQUITY</b>		
Retained Surplus	37,706,685	35,701,037
Asset Revaluation Reserve	2,877,484	3,703,754
<b>TOTAL EQUITY</b>	<b>40,584,169</b>	<b>39,404,791</b>

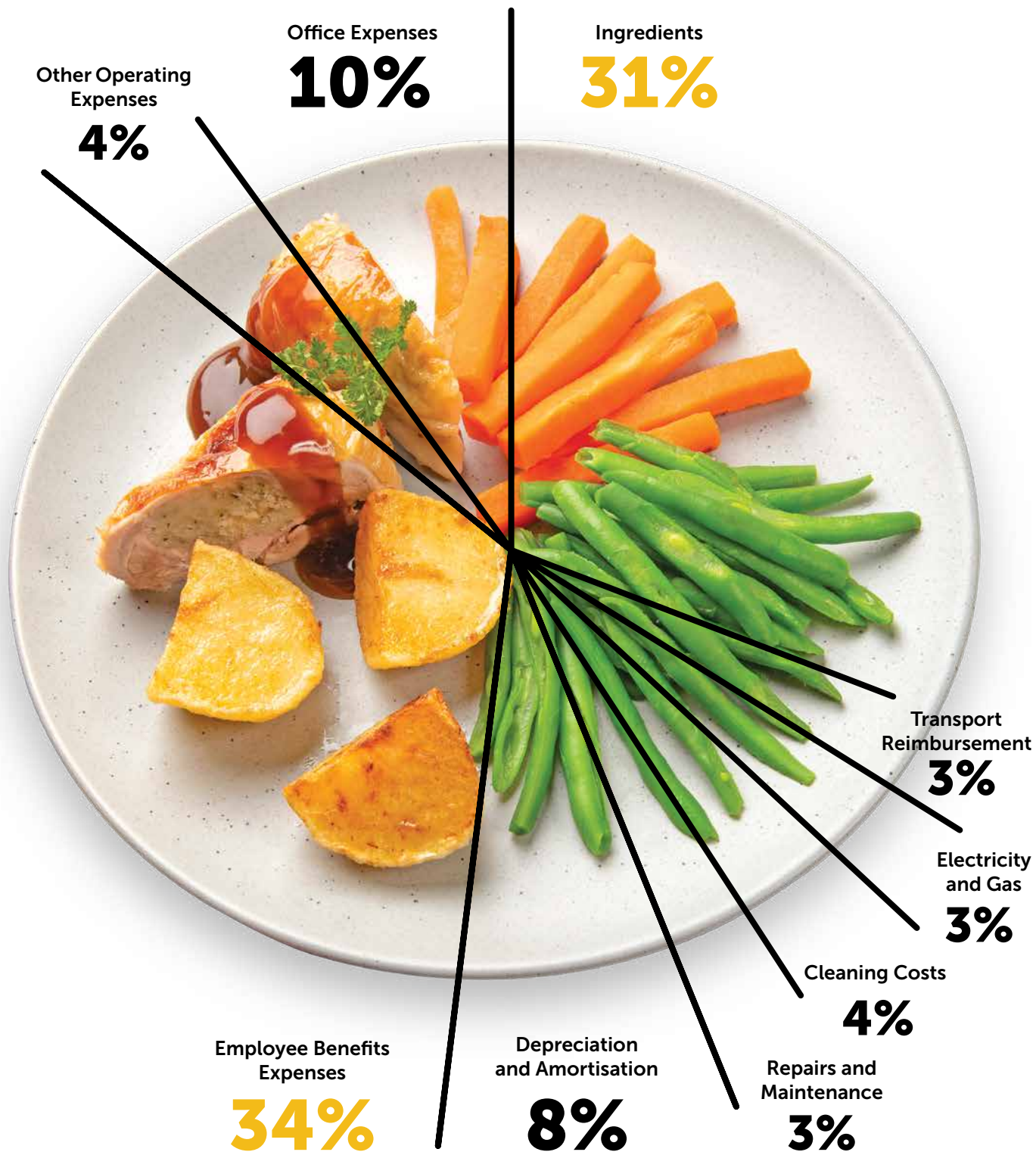
\*Summary of data presented in the audited financial statements, available from Meals on Wheels (SA) Inc and published on the Australian Charities and Not-for-profit Commission website.

# Total Income and Expenditure

Last 5 years



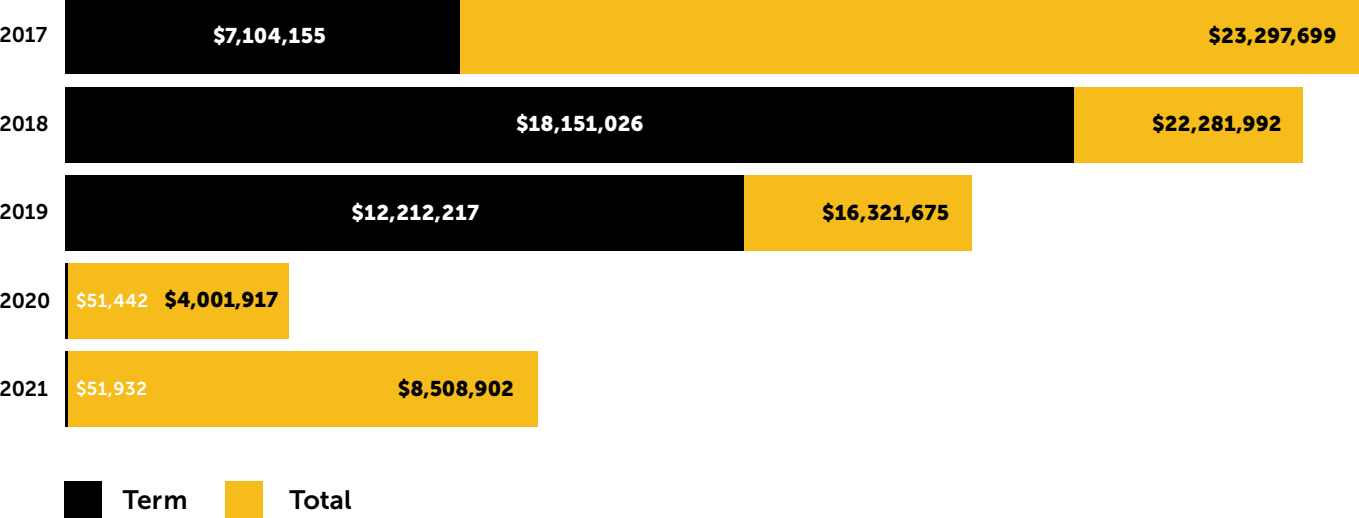
# 2021 Expenditure





# Investment

## Last 5 years



\*Capital investments were drawn down to fund the Hilton property development from 2018 – 2020.



# Donations and Bequests

## Donations

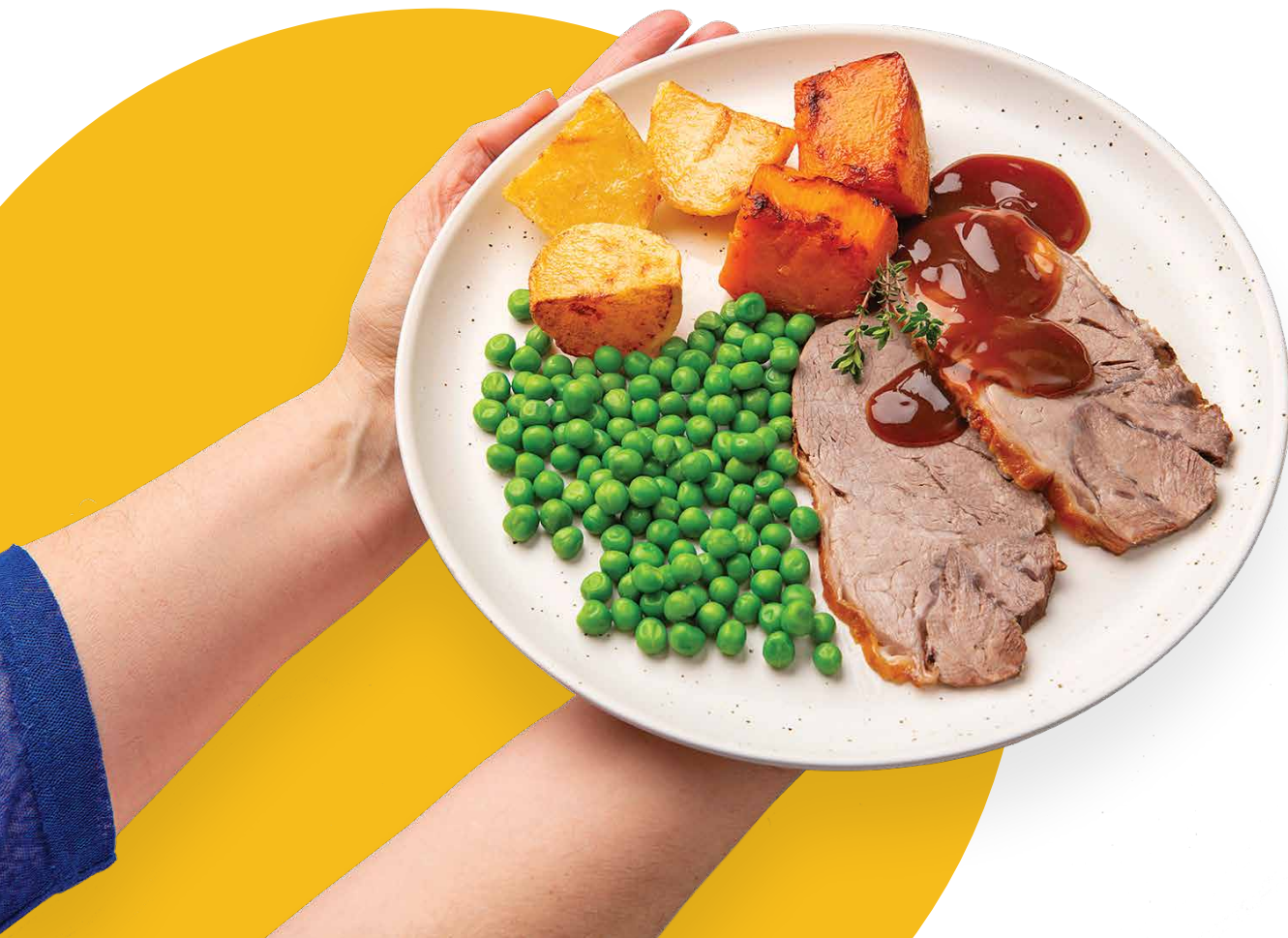
Lynch Meyer	\$500.00
Peter Venn (Audrey Venn)	\$500.00
Len Adams	\$525.00
HLB Mann Judd	\$1,000.00
L A Ward	\$1,000.00
McLaren Vale Meals on Wheels	\$1,801.28
Hancock Charitable Foundation	\$3,100.00
Macquarie Grant	\$28,000.00
Meals on Wheels (SA) inc. website	\$9,434.84
Donations - Drivers and Branches	\$74,547.87
Donations <\$500	\$360.45
<b>Total</b>	<b>\$120,769.44</b>

## Bequests

Phyllis Jones	\$1,000.00
<b>Total</b>	<b>\$1,000.00</b>

## Donations and Bequests

**\$121,769.44**





# Service Awards

**The following Awardee list is in alphabetical order by Branch.**

**The Awardee list is for the 2020 calendar year**

## 55 Years

Ruth Christie, *Renmark*

## 50 Years

Janet Tiver, *Burra*  
Beryl Pearse, *Clare*  
Pat Worden, *Crystal Brook*  
Gwen Parbs, *Murray Bridge*  
Helen Schubert, *Murray Bridge*

## 45 Years

Margaret Kennedy, *Ardrossan*  
Raeleen Schache, *Mannum*  
Sue Hand, *Modbury*  
Ann Duell, *Mt Barker*  
Margaret Warnest, *Murray Bridge*  
Pamela (Kay) Dougall, *Murray Bridge*  
Marjory Haynes, *Naracoorte*  
Patricia Keatley, *Naracoorte*  
Marleine Van Den Ende, *Peterborough*  
Kathleen Altmann, *Quorn*  
Phyllis Hilder, *Quorn*  
Rita Britza, *Quorn*  
Sandra Everett, *Quorn*  
Yvonne Player, *Quorn*  
Annette Crozier, *Renmark*  
Jill Bishop, *Strathalbyn*  
Maxine Bowden, *Strathalbyn*  
Caroline Weatherstone, *Yankalilla*

## 40 Years

Lorraine Beer, *Ardrossan*  
Avis (Jessie) McCallum, *Booleroo Ctr*  
Jean Nottle, *Booleroo Ctr*  
Muriel (Dolly) Girdham, *Booleroo Ctr*  
Joan Latz, *Eudunda*  
Frances Bills, *Gawler*  
Joy Griffiths, *Gilbert Valley*  
Margaret Wilson, *Mt Gambier*  
Jeanette (Heather) Pfitzner, *Naracoorte*  
Suzanne Bennett, *Naracoorte*  
Regency Park Rotary, *Prospect*  
Janet Pinyon, *Renmark*  
Veronica (Pearl) Tressider, *Tumby Bay*  
Dorothy Smith, *Whyalla*

## 35 Years

Jenny Stewart, *Balaklava*  
Heather Klose, *Barossa Valley*  
Sally Pfeiffer, *Barossa Valley*  
Mary White, *Berri*  
Beverly Taylor, *Booleroo Ctr*  
Avis Webster, *Burra*  
Barbara Thomas, *Christies Beach*  
Faye White, *Clare*  
Lawrence (Jim) Jones, *Clare*  
Coral Wiseman, *Cowell*  
Louise Klingberg, *Cowell*  
Kay Lambert, *Gilbert Valley*  
Joan Cowin, *Hindmarsh*  
Marion Prior, *Kapunda*  
Florence Davies, *Pt Lincoln*  
Sue Andrew, *Waikerie*  
Gaynor Way, *West Torrens*  
Lydia Klante, *Wudinna*  
Mary Westlake, *Wudinna*  
Rosemary Lymn, *Wudinna*

## 30 Years

Kathleen Bayne, *Barossa Valley*  
Cheryl Gray, *Blackwood*  
John Whitbread, *Blackwood*  
Margaret Arnold, *Blackwood*  
Stan White, *Blackwood*  
Laura Stevens, *Booleroo Ctr*  
Carol Hope, *Clare*  
Hilda (Lillian) Telfer, *Clare*  
Boukje (Connie) Ruis, *Copper Triangle*  
Josephina Fahey, *Copper Triangle*  
Jan Woodhouse, *Edwardstown*  
Marilyn Harris, *Edwardstown*  
Catherine (May) Healy, *Happy Valley*  
Carolyn Winter, *Mitcham*  
Margaret Feirclough, *Mt Barker*  
Joan Rowe, *Murray Bridge*  
Pauline Thiele, *Murray Bridge*  
Maralyn Hignett, *Naracoorte*  
Margaret Wellington, *Naracoorte*  
Eileen Johnson, *Pt Lincoln*  
Thelma Gould, *Pt Pirie*  
Gwendoline (Joy) Way, *Prospect*  
Barbara Evans, *Stirling*  
Janet Rice, *Stirling*  
Roz Twartz, *Strathalbyn*  
Carlene Fraser, *Tumby Bay*  
Shirley Mudge, *Waikerie*  
Ann Pope, *Warradale*  
Janice Green, *Warradale*  
Judith Wirtz, *Warradale*  
Mona Spyksma, *Warradale*  
Yvonne Curran, *Warradale*  
Silvia Tarca, *West Torrens*  
Catherine Macmanus, *Whyalla*  
Jane (Jean) Docherty, *Whyalla*  
Leone Michell, *Whyalla*  
Rotary Club of Whyalla, *Whyalla*  
Gail Filsell, *Yankalilla*

## 25 Years

Beverley Hoffmann, *Barossa Valley*  
Margaret Miller, *Barossa Valley*  
Wendy Koch, *Barossa Valley*  
Jane Groth, *Berri*  
Jenny Byrne, *Blackwood*  
Jeanette Taylor, *Booleroo Ctr*  
Barbara Miller, *Clare*  
Iris Muller, *Crystal Brook*  
Sharon Arnold, *Cummins*  
Margaret Busch, *Enfield*  
Andrea (Jill) Tucker, *Glenelg*  
Chris Murrell, *Goolwa*  
Paul Haysman, *Hindmarsh*  
Aileen Robinson, *Jamestown*  
Myra Fulwood, *Jamestown*  
Ann Bain, *McLaren Vale*  
Elaine Sellar, *McLaren Vale*  
Bernard Smart, *Meadows*  
Margaret Larg, *Modbury*  
Anthony Vaughan, *Mt Barker*  
Raelene Judd, *Mt Barker*  
Chris Jennings, *Mt Gambier*  
Lorraine Halleday, *Mt Gambier*  
Margaret (Anne) Stevens, *Mt Gambier*  
Veronica (Fay) O'Connor, *Mt Gambier*  
Elaine Atkins, *Murray Bridge*  
Helen Bott, *Murray Bridge*  
Leslie (Gay) Hall, *Murray Bridge*  
Vicki Courtney, *Murray Bridge*  
Jannette Boord, *Naracoorte*  
Gawa Abrahams, *Norwood*  
Margaret Noble, *Norwood*  
Susan Dohnt, *Pt Adel Osborne*  
Brian Masters, *Pt Augusta*  
Graham Fry, *Pt Augusta*  
Kirsty Palmer, *Pt Broughton*  
Eleanor (Elly) Scarman, *Pt Pirie*  
Marilyn Bessen, *Pt Pirie*  
Julie Warren, *Prospect*  
Eileen Edwards, *Renmark*  
Jacky Gillyon, *Salisbury*  
Rosalie Handke, *Salisbury*  
Leanne Keech, *Snowtown*  
Ken Polkinghorne, *Stirling*  
Margaret McKenzie, *Strathalbyn*  
Hilary Miller, *Waikerie*  
Bette Ralston, *West Torrens*  
Dzidra Rogers, *West Torrens*  
Pam Young, *West Torrens*

## 20 Years

Graham Mashford, *Ardrossan*  
Coralie Taylor, *Balaklava*  
Gaynor (Gaye) Lamond, *Balaklava*  
Josie Thompson, *Balaklava*  
Joyleen Ryan, *Balaklava*  
Cynthia Richardson, *Barossa Valley*  
Melva Graetz, *Barossa Valley*  
Lila Blades, *Berri*  
Elizabeth Jones, *Blackwood*  
Karen Lavender, *Blackwood*  
Rosanne Jackson, *Blackwood*  
Sharyn Bacon, *Blackwood*  
Leeann Nicholls, *Booleroo Ctr*  
Adomas (Adam) Jablonskas, *Brighton*  
Elizabeth Milner, *Brighton*

Leon Gregory, *Brighton*  
 Gaynor Francis, *Burnside*  
 Lynne Beaumaris, *Burnside*  
 Val Kelly, *Clare*  
 Helene McKay-Gill, *Copper Triangle*  
 Vivienne Combe, *Crystal Brook*  
 Margaret Walter, *Cummins*  
 Ansel Mathews, *Edwardstown*  
 Aylis Whitrod, *Edwardstown*  
 Heather Davey, *Gilbert Valley*  
 Helen Whittington, *Glenelg*  
 Joan Raftery, *Glenelg*  
 Margit Grose, *Glenelg*  
 Pat Murphy, *Glenelg*  
 Kaye August, *Hallett Cove*  
 Yvonne Gill, *Hallett Cove*  
 Carol Durrans, *Happy Valley*  
 Susan Sparnon, *Henley & Grange*  
 Mary Miles, *Hindmarsh*  
 Ellen Mudge, *Jamestown*  
 Wendy Dow, *Laura & Districts*  
 Judith Mitchell, *Meadows*  
 Elizabeth (Liz) Redman, *Millicent*  
 Kathryn Sporer, *Millicent*  
 Leah Puiatti, *Millicent*  
 Margaret Gray, *Millicent*  
 Valerie (Elaine) Watson, *Millicent*  
 Christine Gamlin, *Mitcham*  
 Marianne Ridgway, *Mitcham*  
 Maureen Russell, *Mitcham*  
 Raymond (Stuart) Marshall, *Mt Barker*  
 Beverley Jolley, *Mt Gambier*  
 Joan McQuade, *Mt Gambier*  
 Jill Woolford, *Murray Bridge*  
 Shirley Schubert, *Murray Bridge*  
 Daphne Burford, *Naracoorte*  
 Carol Winneke, *Northfield*  
 Julian Madge, *Norwood*  
 David Brice, *Onkaparinga Valley*  
 Raylene Averay, *Playford*  
 Annette Hewett, *Pt Broughton*  
 Judith Coad, *Pt Broughton*  
 Anna Humby, *Pt Lincoln*  
 Lorraine Voumard, *Pt Lincoln*  
 David Warren, *Renmark*  
 Shirley Thompson, *Renmark*  
 Donald Hughes, *S.Y.Peninsula*  
 Gwenlynde (Wendy) Luke, *S.Y.Peninsula*  
 Sandy Gutsche, *S.Y.Peninsula*  
 Judy Cook, *Salisbury*  
 Joy Semler, *Snowtown*  
 John Monaghan, *Stansbury*  
 Margaret Johnson, *Stansbury*  
 Kay Hughes, *Tailem Bend*  
 Christine Harradine, *Tumby Bay*  
 Geoff Stewart, *Tumby Bay*  
 Jill Offord, *Warradale*  
 Sandra Norton, *Whyalla*  
 Elaine Seal, *Wudinna*  
 Valda Bartlett, *Yankalilla*

### 15 Years

Dina (Joy) Starr, *Ardrossan*  
 Margaret Spry, *Ardrossan*  
 Sandra Arena, *Ardrossan*  
 Janice Smith, *Balaklava*  
 Edward (Ted) Hopkins, *Barossa Valley*  
 Louise Ambrose, *Barossa Valley*

Margaret Hartwig, *Barossa Valley*  
 May Ambrose, *Barossa Valley*  
 Valma Graetz, *Barossa Valley*  
 Colin (Michael) Nagel, *Blackwood*  
 Ian Gardiner, *Blackwood*  
 Janet Hopkins, *Blackwood*  
 Jenny Heaslip, *Booloroo Ctr*  
 Maxine Reid, *Brighton*  
 Damien McColl, *Burnside*  
 Gillian (Gill) Hogarth, *Burnside*  
 John (Brendan) O'Donnell, *Burnside*  
 Pauline Parfitt, *Burnside*  
 Sophia Abbott, *Burnside*  
 Wendy Mann, *Burnside*  
 Rhonda Walker, *Campbelltown*  
 Ron Materne, *Campbelltown*  
 Judy Goode, *Ceduna*  
 Pauline Hoffrichter, *Ceduna*  
 Roger Playford, *Christies Beach*  
 Roma Peters, *Clare*  
 Doreen Brook, *Copper Triangle*  
 Margaret Kenchington, *Copper Triangle*  
 Antonio (Tony) Fusco, *Crystal Brook*  
 Frank Walraven, *Crystal Brook*  
 Ian Seidel, *Crystal Brook*  
 Mary Burgess, *Crystal Brook*  
 Maureen Hobbs, *Crystal Brook*  
 Alan Darby, *Edwardstown*  
 Elizabeth (Jane) Good, *Edwardstown*  
 Maria Petrallas, *Edwardstown*  
 John Windle, *Gawler*  
 Bev Schoenberg, *Gilbert Valley*  
 Helen Williams, *Gilbert Valley*  
 Cheryl Wedding, *Glenelg*  
 Coralie Spry, *Glenelg*  
 Kay Carey, *Glenelg*  
 Rosemarie Nancarrow, *Glenelg*  
 Margaret (Carol) Shaw, *Hallett Cove*  
 Ian Anderson, *Happy Valley*  
 John Hoskin, *Happy Valley*  
 Kathlynn (Kate) Hage, *Happy Valley*  
 Malcolm Heatley, *Happy Valley*  
 Miles Jackson, *Happy Valley*  
 Kerry Gannon, *Henley & Grange*  
 Peter Hendy, *Henley & Grange*  
 Sue Quinn, *Henley & Grange*  
 Steven Couzner, *Jamestown*  
 Catherine Combe, *Laura & Districts*  
 Helen Wurst, *Laura & Districts*  
 Janet Barberien, *Laura & Districts*  
 Janet Martin, *Laura & Districts*  
 Sandra Lang, *Laura & Districts*  
 Anthea Evans, *Maitland*  
 Christine Crouch, *Maitland*  
 Colin Sandercock, *Maitland*  
 Trevor Frahn, *Mannum*  
 Mary Moore, *McLaren Vale*  
 Donald Boyce, *Milang*  
 Bruce Packer, *Millicent*  
 Marlene McRostie, *Millicent*  
 Mary Anne Stuckey, *Millicent*  
 Beverly Litster, *Minlaton*  
 Bruce Robinson, *Mitcham*  
 Kathryn Finnigan, *Mitcham*  
 Lynette Hawes, *Mitcham*  
 Ollie Adlington, *Mitcham*  
 Pauline Griffin, *Mitcham*  
 Wendy Fok, *Mitcham*  
 John McManus, *Modbury*

David Abbott, *Mt Barker*  
 Kerry Miller, *Mt Barker*  
 Maureen McLaren, *Mt Barker*  
 Lyn Allen, *Mt Gambier*  
 Margaret Mullan, *Mt Gambier*  
 Maria Bozic, *Mt Gambier*  
 Lorraine Kilgour, *Naracoorte*  
 Lynton Burford, *Norwood*  
 Sylvester Wong, *Norwood*  
 Florence Drummond, *Pt Adel Osborne*  
 Patricia (Rose) Campbell, *Pt Adel Osborne*  
 Sue O'Connor, *Pt Augusta*  
 Antje (Anne) Gossink, *Pt Lincoln*  
 Barry Jesser, *Pt Lincoln*  
 Norma Heath, *Pt Lincoln*  
 Ronda Pascoe, *Pt Lincoln*  
 Kaye McLeod, *Pt Pirie*  
 Sue Shepley, *Pt Pirie*  
 John Chappell, *Prospect*  
 Jenny Twyford, *Renmark*  
 Peggy Cropper, *Renmark*  
 Trevor Markham, *Renmark*  
 Trevor James Cooper, *Renmark*  
 Christine (Chris) Frahm, *S.Y.Peninsula*  
 Margaret Goldsmith, *S.Y.Peninsula*  
 Mary Daniell, *S.Y.Peninsula*  
 Alison Buttfeld, *Stansbury*  
 Dianne Thompson, *Stirling*  
 Margaret Baker, *Stirling*  
 Mary Fletcher, *Stirling*  
 Neil Gamble, *Strathalbyn*  
 Sue Proud, *Strathalbyn*  
 Catherine Stringer, *Tumby Bay*  
 Judith Stirling, *Tumby Bay*  
 Leonie Richter, *Tumby Bay*  
 Norvene Richter, *Tumby Bay*  
 Sharon Perry, *Waikerie*  
 Debbie Florance, *Warradale*  
 Sonja Wight, *Warradale*  
 Elizabeth Armstrong, *Whyalla*  
 Kerry Hurle, *Whyalla*  
 Margaret Allport, *Whyalla*  
 Pamela Phyland, *Whyalla*  
 Patricia Frith, *Willunga*  
 Kelvin Telford, *Yankalilla*  
 Nerida (Libby) Edge, *Yankalilla*  
 Vicki Trabsilie, *Yankalilla*  
 Yvonne Stone, *Yankalilla*

## Volunteer Recognition

July 2020 - 30 June 2021

### Queen's Birthday Awards

Barbara Johnson OAM  
 Naracoorte MoW

John Maddern AM  
 West Torrens MoW

# Board Members and Committees

## **Bill Coomans JP** President | Chair

Bill retired from full time employment with the federal government initially in electronic engineering and finally as State Manager of a federal authority. Since 1970, he has been a community volunteer mostly in leadership roles which included sporting, community service and crime prevention groups as well as Rotary and Lion clubs. He was an elected member with the cities of Marion and Onkaparinga, part of this time as a deputy Mayor and is currently an elected member with the Alexandrina Council. He was formerly the chair of the Happy Valley branch of MOW and the Vice President of the Australian Meals on Wheels Association. Bill has provided extensive service to the SA Board and to its various committees over the past 10 years; he is thrilled to have been part of establishing the new Hilton production kitchen and office complex.

## **Heather Richardson** Vice President - Services

Heather has enjoyed a distinguished career with the SA Government (predominantly in TAFE SA). She provides a combination of professional Board membership and community volunteering experience. She has led and managed large corporate teams in a variety of disciplines. Her extensive Board experience in regional SA and her committee work with MoWSA adds great value to our organisation. Heather is a member of the Board's Finance, Audit & Risk Management, and Executive Committees, and Chair of the Branch Operations & Services Advisory Committee. Heather is also the MoWSA delegate to the Meals on Wheels Australia Board.

## **Kevin Reid FCA GAICD** Vice President - Finance

Kevin is an experienced Chartered Accountant and retired as a partner of PwC in 2017. He served clients across a wide variety of industry sectors and has significant experience in audit, financial reporting, acquisitions and sales of businesses, capital raising and risk management. He has a passion for the for-purpose sector and is currently a director of ACH Group, Can Do Group and the Maggie Beer Foundation. Kevin is also a director of ASX-listed

AML 3D Limited. He is Chair of the Finance, Audit & Risk Management Committee and a member of the Executive Committee.

## **BRANCH REPRESENTATIVES**

### **Shirley Mudge** Waikerie

Shirley has held most Branch Officer positions in the Waikerie branch since commencing in 1990 and is currently Chair. She was a Board member from 2011-2013, 2014-2017 as a Branch Representative and 2017-2020 as Vice President and 2020 – present as Branch Representative. Shirley has worked in aged care in the Barossa Valley and Waikerie. She is currently a Schools Officer at Waikerie Lutheran Primary School, working mainly in the library. Shirley is a Level 2 sports trainer at her local football club and has assisted at and competed in the Australian Masters Games in Adelaide and Alice Springs. She is a member of the Waikerie Lutheran Church and Red Cross. Shirley is also on the Branch Operations & Services Advisory, Food Safety and Governance & Nominations Committees.

### **Garry Colquhoun** Modbury/Enfield

Garry is a retired electrician with 30 years volunteering experience in various organisations, including schools, social clubs, sports, Lions and Rotary, where he held various committee positions. He is currently a Volunteer Coordinator at MoW Enfield branch and Chair and Public Officer of the Enfield Community Friendship Club Inc. Garry holds various certificates in Volunteer Management, Safety, CPR and Certificate IV in Training and Assessment. He is a member of the Governance & Nominations and Branch Operations & Services Advisory Committees.

### **Jim Giles** Charles Sturt

Jim is Vice Chairperson of the Charles Sturt branch and serves on the Board and its Governance & Nominations Committee. In addition to his volunteer work, Jim worked as a tradesman in the building industry all his working life. He achieved the position of Company Manager for several companies, as well as being the manager and director of his own businesses in the building maintenance field. In his personal pursuits, Jim is an accomplished musician and registered song writer. For many years he has been involved with bands both interstate and in Adelaide. He also spent most of his life in the radio industry as a trainer, mentor and announcer. Jim still programs, produces and broadcasts a drive time community radio program daily.

## **Gary McLaughlin** Happy Valley

Gary is currently serving on the Happy Valley Branch Committee as Volunteer Coordinator and Chair. He has also acted in the role of Kitchen Coordinator for periods of time, and continues to do weekly deliveries. Prior to retirement he was in senior roles in finance and administration. Gary is on the Governance & Nomination Committee.

## **ELECTED MEMBERS**

### **Alison Perrott B. Bus CFP® GAICD MSAFAA**

Alison is a financial markets professional, fixed income specialist and highly qualified portfolio adviser, extensively trained over 30 plus years in the financial markets. She has been an integral part of the establishment of 4 extremely successful wealth advisory businesses in that time. She is currently developing and responsible for the national philanthropic advisory division of Ord Minnett, providing strategic and tactical asset allocation and investment advice to religious organisations, as well as the not-for-profit, superannuation and aged care sectors. Alison serves on a number of not-for-profit boards applying her highly tuned financial and investment skills, strategic thinking ability and corporate compliance knowledge to achieve the desired outcomes for those organisations and their stakeholders. She is a member of the Finance, Audit & Risk Management Committee.

### **Richard Hearn GAICD, MBA, MSc, BASW, Dip. T.**

Richard has significant and broad experience in aged care services, finishing at Resthaven Inc in May 2020 after 27 years as CEO. Richard's background has reflected a strong interest in working with likeminded individuals towards quality aged care services and supporting and acknowledging the positive contributions of older individuals to the broader community. Richard's experience with not-for-profit organisations includes serving on a number of Boards such as Aged and Community Services SA/NT, Aged and Community Services Australia, RDNS SA, Advanced Community Care Association, SA Innovation Hub and is currently involved with the CRE Frailty and Healthy Ageing Advisory Committee and St John Ambulance Community Care Committee. Richard has also been a volunteer with Fred's Van for over 25 years, a Vinnies SA food service for marginal and homeless individuals.

### **Neil Jones B.A., Dip. Cont. Ed.**

Neil has over 35 years' experience working as an organisational development consultant and strategic planning facilitator with Boards and management teams in organisational change environments. He is a leading Australian practitioner in facilitation

of strategic planning and executive team projects, and leading implementation projects aimed at aligning organisational structures and people systems to strategic direction. He also specialises in assessing, coaching and mentoring Board Directors and senior executives. His customers have included a number of ASX listed companies, as well as a range of not-for-profit organisations. He is a member of the MoWSA Stakeholder Engagement Committee.

## **CO-OPTED MEMBERS**

### **Ellie Hamilton MBA**

Ellie has worked in Australia's Defence Industry for more than 15 years in a number of executive and senior program management, strategy, and business development roles. Prior to this Ellie worked in the not-for-profit sector. She continues to be actively involved in the community in a volunteer capacity, and particularly in support of activities connected with her four young children. Ellie holds several qualifications including a Bachelor of International Relations (Hons), Master of Business Administration, and Graduate Diploma in Complex Project Management. She is a member of the Executive Committee, Finance, Audit & Risk Management Committee, and chairs the Stakeholder Engagement Committee.

### **Dr Natalie Luscombe-Marsh B.Sc., Ph.D. in Nutrition and Chronic Disease**

Natalie is the Research & Program Development Manager at Diabetes SA. Within her current roles she collaborates with other health-orientated organisations leading research across Diabetes SA's four strategic areas - Detection, Prevention, Management, and Research - to provide evidence-based innovative and scalable services empowering people at risk or living with diabetes to live a long healthy life. In her past roles, she worked with various national and international research organisations (i.e. The University of Adelaide and the Commonwealth Scientific Industrial Research Organisation (CSIRO), Australia, and Maastricht University, the Netherlands) and companies in the design, management and dissemination of findings from complex clinical trials assessing metabolic, gut, physical and cognitive health outcomes in response to nutrition and exercise exposures in both younger and older adults with chronic diseases including diabetes. A career highlight is her contribution to CSIRO's diabetes research team who has worked with industry partners to translate their research findings into a series of top-selling low-carbohydrate diet books and ready meals. Natalie serves on the Stakeholder Engagement Committee.

## RETIRED MEMBERS

### David Henderson FAICD

David has a background in general insurance. He is a former General Manager of Commercial Insurance at SGIC and former Chief Executive Officer of RAA Insurance. David's board experience has also included directorships of Elders Insurance and Medical Insurance Group Australia. In 2011 David became a Fellow of the Australian Institute of Company Directors, and qualified as a FAICD. David joined the MoW board in 2008. He was a member of the Finance, Audit & Risk Management Committee and the Governance & Nominations Committee.

### Penny Gale

Penny has extensive experience in the private sector, member based organisations, for purpose enterprises as well as local, state and federal government. Her skills and expertise includes advocacy, strategy, stakeholder relations, media and communications and innovation and business improvement. She has strong networks across a range of industries and communities. Penny is chair of Kudos Services, Australia's first public sector mutual, deputy chair for the Committee for Adelaide and board member of Tourism Industry Council of SA. Penny chaired the Stakeholder Engagement Committee and was a member of the Executive Committee.

### Allan Lipschinski

Allan commenced volunteering with MoWSA in 2008 and is currently Chair of the Whyalla branch. He retired from Des's Cabs where he was Workshop Manager, and was an Ambulance Officer in Adelaide and Whyalla for 17 years, as well as a volunteer Ambulance Officer for 21 years. Allan is a past Chair and Treasurer of the Dirt Circuit Association, a past President and Life Member of the Whyalla Car Club and a past Chair and Committee member of the Scott Street School Council. Allan is a member of the Work Health & Safety Committee and was a member of the Branch Operations & Services Advisory Committee.

### Susan MacDonald Brighton

Susan's formal training was a TAFE Qualification through the Adult Education Program. Her experience has included running a catering company, owning and operating a restaurant, providing desserts for "Buffalo Restaurant", managing food outlets in the Myer Centre, Catering Manager for Woolworth Rundle Mall and Food Preparation Manager for Drakes Foodland. Further career highlights include community engagement through actioning a skill training program for disadvantaged students in the food industry, Program Manager for Hospitality Training Company, Workplace Assessor, Food Consultant, lecturer for WEA and Cookery Judge for the Adelaide Royal Show. Susan was a state finalist in the Community Achievement Awards and is a member of Zonta International as well as a Board Member for Adelaide Flinders. She is a volunteer for MoW Hallett Cove and Kitchen Supervisor at MoW Brighton. Susan is a member of the Branch Operations & Services Advisory committee.

### Bob Wray Campbelltown

Bob has been involved with Meals on Wheels for 45 years, initially on a casual basis supporting his wife June with deliveries, then officially from 2013. He migrated to Australia from England in 1966 being granted Australian Citizenship in 1972. Having held supervisor and manager positions with BP Australia and SA Department of Labour, in 1996, Bob established DLI Safety Services consulting in OHS, pressure plant inspections, dangerous substances and accident investigation. Bob was engaged by Comcare (Commonwealth OHS Agency) to conduct audits and investigations throughout Australia, many of which were high profile and one resulting in a Senate Committee being established in his name. His main hobby is distance running; completing the London Marathon in April 2018. He is a member of the Work Health & Safety committee.





# Board and Committee Meetings held

**H** = Number of meetings **held** during the time the Director held office during the year

**A** = Number of meetings **attended** as a member

Board Members	Role	Board		Board Committee						Advisory Committee			
		H	A	Finance Audit & Risk Management		Governance & Nominations		Stakeholder Engagement		Branch Operations & Services		Work Health & Safety	
		H	A	H	A	H	A	H	A	H	A	H	A
Bill Coomans	President	7	7	6	6	4	4						
Heather Richardson	Vice President of Services	7	7	6	6	4	4			6	6		
Kevin Reid	Vice President of Finance	7	7	6	6	1	1						
Alison Perrott	Elected Member	7	7	6	5								
Richard Hearn	Elected Member	3	3	2	2								
Neil Jones	Elected Member	3	3					2	2				
Garry Colquhoun	Branch Representative	7	3			4	2						
Gary McLaughlin #	Branch Representative	4	4			4	4						
Shirley Mudge %	Branch Representative	7	7			4	4			6	5		
Jim Giles	Branch Representative	7	6			4	3					3	2
Ellie Hamilton	Co-opted Member	7	5	6	4			5	5				
Natalie Luscombe-Marsh	Co-opted Member	7	5					5	4				
Susan MacDonald *	Branch Representative	3	3							3	3		
Bob Wray *	Branch Representative	3	2										
Allan Lipschinski *	Elected Member	3	3							3	2	2	1
Penny Gale *	Elected Member	3	3					3	3				
David Henderson *	Co-opted Member	3	3			3	3						



The Board would like to acknowledge and thank the following non Board member volunteers for their services on MoWSA Board and Advisory Committees during the year:

Bernie Donohue, Fiona Winkley, Kerrie Aitken, Leanne Butt, Peter Anderson, Sandra Walding, Sue Monfries, Janet Williams, Tony McArthur, Marcia Evans, Charles Savage, Bev Jackson and Jackie Williams.

\* Term concluded at Association AGM Oct 2020

# Term started at Association AGM Oct 2020

% Vice President to AGM 2020 & Branch Representative from AGM 2020





**Meals on Wheels would like to acknowledge and thank the organisations and individuals who have kindly offered donations, bequests and support during the year.**

**We would also like to thank our volunteers for their generosity of spirit and wonderful efforts in delivering more than just a meal.**

**Meals on Wheels (SA) Inc.**

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*September 2021*