



Annual Report 2023-24

Our vision is for a fully inclusive community where all people achieve their potential.

Our mission is to coordinate, strengthen and improve services which connect people to their community.

PALS Inc. acknowledges the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water, and community.

We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders past, present and emerging.

PALS Inc celebrates the richness of diversity in our community. We respect and support all people in equal measure, irrespective of their disability, ethnicity, faith, sexual orientation, and gender identity.

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Strategic Plan 2022-24

1

PALS Pillar Business Sustainability

Strategic Priority
**Implementing helpful
systems and processes**

Deliverables

- To reduce manual processing and duplication, leading to a reduction in processing time and cost.
- To increase data accuracy and create an easily accessible “single point of truth”.
- To have systems that enable better accountability, efficiency and security for the PALS team.

2

PALS Pillar Maximising Potential

Strategic Priority
**Creating a supportive
environment with clear
delegations**

Deliverables

- More efficient decision making and improved service delivery, so that every person who has a budget has the authority to spend it.
- To create clarity on roles and responsibilities for decision making, so that frontline workers can either solve client issues or know who can, and ultimately lead to improved staff satisfaction.
- To have a workforce strategy that is clear, empowering and will reduce team churn.

3

PALS Pillar
**Communication
& Engagement**

Strategic Priority
**Seeking out insights from
the Voice Of Our
Customer**

Deliverables

- To listen and understand more about our customers, resulting in an increased percentage of customers with a support plan and goals.
- To identify a high priority customer segment for growth.
- To utilise the client voice in creating future strategies and service provisions, leading to a higher client retention rate, higher client satisfaction and new client growth.
- To tailor the business model to suit our target client's needs, so that we thoroughly understand all of our customers and how our work supports them.

4

PALS Pillar
**Inclusive Community
Partnerships**

Strategic Priority
**Revisiting our housing
strategy**

Deliverables

- To review how PALS can best connect clients to appropriate housing.
- To make decisions on current houses and how they can best serve the organisation's mission.
- Create an investment strategy for how PALS capital can best support its mission.

Board Members



Joanne Ryan Chair

A graduate of the Australian Institute of Company Directors and holding a Bachelor of Business (finance) degree, Joanne has more than 25 years' experience in the finance industry. She achieves success by implementing efficient financial systems and streamlining financial processes. Her previous senior management roles include assistant CEO, corporate and business services manager, and finance manager positions, as well as wide experience in voluntary and community roles.



Therese O'Beirne Vice Chair to October 2023

A senior leader with over ten years' experience in community and human services, Therese has led small and large multi-disciplinary teams in disability, aged, employment services, mental health, family violence, and child protection services. Her passion for diversity, equity and inclusion drives her work to support organisations to deliver excellent outcomes for their clients, customers, and the wider community.



Alex Kalff Vice Chair

With over 20 years' expertise in quality assurance, risk management, governance, research, and clinical services within the fields of speech pathology and specialist behaviour support, Alex has been dedicated to empowering organisations, disability professionals, and individuals with disabilities to flourish. Currently Executive Director at Trellis Australia, Alex brings a wealth of experience from her previous roles at Scope Australia and Cerebral Palsy Australia.



Barry Small Secretary to August 2023

Barry is an experienced non-executive director, serving on the boards of a palliative care provider and multiple disability service providers. He is a Certified Member of the Governance Institute of Australia. His professional expertise and experience include risk management, governance, strategy development, process improvement, quality systems and compliance.



Brian Hardy Treasurer to April 2024

Brian has more than 30 years' experience in disability services within Victorian Government and NGOs, including Scope and Vision Australia. His areas of expertise include financial management, business strategy, marketing, service design and innovation. Brian is a Graduate of the Australian Institute of Company Directors and holds a Master of Entrepreneurship and Innovation from Swinburne University.



Anna Graham Board Member

Anna is an innovative, engaged and driven senior professional with experience in leading operations, community and professional advocacy and governance for small business and not-for-profit organisations. She is adept at using transparent and collaborative approaches to build trust among a diverse range of internal and external stakeholders.



Sarah Morgan Board Member

Sarah is an experienced senior adviser in the public sector and has previously worked in Deloitte's risk advisory service line. She holds a Bachelor of Law and Commerce, majoring in actuarial studies. Sarah's experience ranges across strategic planning, data and analytics, risk, regulatory policy and stakeholder management. Sarah is driven by a desire to create a positive impact on society.



Shazia Haider Board Member

Holding a master's degree in business management, specialising in human resources, with a bachelor's degree in computer applications, Shazia is an HR professional with over 20 years' experience. She has worked with ASX listed companies including IBM, Telstra, Australia Post, RMIT University and government. A stroke survivor with physical and cognitive disability, Shazia is passionate about the role that people with disability can play in their communities.



Bronwyn Stanley Board Member

Bronwyn is an experienced NDIS Support Coordinator with a demonstrated history of working in the disability sector for over 15 years. Bronwyn is a proud foster carer and grew up in the district. She has worked in several areas including quality management, business management, finance, project coordination and NDIS planning.

Board and Executive Report

The 2023-24 financial year has marked a period of significant transformation and growth for PALS as we continue our journey of service excellence in disability support across our regional communities. Through strategic investments, enhanced governance, and a deepened commitment to client-centred services, we have strengthened our foundation to better serve our community.

We are pleased to present this report highlighting our achievements, challenges, and strategic progress.

Strategic achievements

Our 2022-24 Strategic Plan has guided substantial organisational improvements that have enhanced our capacity to deliver high-quality, person-centred support services across several key areas.

1. Business sustainability

Infrastructure and facilities

The past year has seen strategic capital investments of \$205,000 that have significantly enhanced our operational and service delivery capabilities.

The interior refurbishment of Gorman House has created a more modernised, welcoming and accessible environment for our clients.

This has been supported by a targeted marketing effort and online campaign to help increase community awareness and engagement.

This renovation has enabled us to expand our short-term accommodation (STA) services, providing increased opportunities for client independence and skill development.

At our Cobram Op shop, acquiring a new ISUZU light truck has revolutionised our donation collection process, allowing us to better serve our community while generating sustainable funding for our programs.

The comprehensive renovation of our Numurkah hub at 24 O'Connor Street has created an inclusive, modern space that better supports our day programs and community engagement activities.

Essential maintenance works completed at our Cobram hub have ensured the continued safety and comfort of our clients and staff.

Looking ahead to 2024-25, we have committed \$381,000 for capital expenditure and \$40,000 for repairs and maintenance.

This investment will further enhance our service delivery capabilities and ensure our facilities continue to meet the evolving needs of our clients and community.

Digital transformation

Our commitment to technological advancement has resulted in a comprehensive digital transformation reshaping how we deliver services.

The standardisation of our IT infrastructure across all locations has improved communication and collaboration between our teams, leading to more coordinated and efficient service delivery.

Enhanced cybersecurity measures protect our clients' sensitive information while ensuring uninterrupted service delivery.

The implementation of the Sonic system for our support coordination team has streamlined case management and improved our ability to respond promptly to client needs.

The integration of Microsoft Teams and corporate email has facilitated better information sharing and collaboration across our organisation, resulting in more responsive and coordinated support for our clients.

2. Maximising potential

Governance and leadership

Our governance framework has been significantly strengthened through strategic reforms and professional development.

The Board's restructuring of our committee framework has enhanced our oversight capabilities and ensures we maintain the highest standards of service quality and risk management.

The Quality and Risk Committee now provides more comprehensive governance oversight, while our Audit Finance Committee benefits from independent expertise that strengthens our financial stewardship.

The establishment of our Lived Experience Committee represents a significant step forward in ensuring the voices of our clients directly influence our strategic direction and service delivery. This initiative has already led to meaningful improvements in how we design and deliver our services.

The completion of our four-part governance professional development program, facilitated by Conscious Governance, has equipped our board members with enhanced capabilities in strategic planning, risk management, and organisational oversight.

Additionally, our partnership with Yarralane Group has resulted in a robust financial investment strategy that will ensure our long-term sustainability and capacity to serve our community.

Our executive leadership team has been strengthened with the appointment of two new general managers:

Heidi De Paoli, as General Manager of Corporate Services, and Erina Hamilton, as General Manager of Service Delivery.

Both leaders bring valuable expertise and fresh perspectives to our organisation.

These appointments have enhanced our operational capabilities and enabled us to be responsive to the evolving needs of our clients.

Service delivery transformation

The implementation of our geographic service delivery model represents a significant evolution in how we support our clients.

By moving away from site-specific services, we have created a more flexible and responsive support system that better serves our diverse community.

This transformation has enabled our staff to develop broader expertise and provide more personalised support to clients across our entire service area.

Our new monthly social events calendar and Gorman House getaway packages have expanded opportunities for social connection and skill development among our clients.

These initiatives not only enhance our client's quality of life but also promote greater independence and community participation.

Quality and training

Investment in our workforce capabilities has been a key priority over the past financial year.

The implementation of our 12-month leadership and cultural transformation program has fostered a more inclusive and empowering organisational culture.

Our newly developed 'Culture Principles' guide our interactions with clients and colleagues, ensuring consistency in our service delivery and support.

3. Communication and engagement

Client Voice and Engagement

Our commitment to amplifying client voice has led to meaningful improvements in our service delivery.

Regular reviews of Group Activities and Support Plans now incorporate deeper client input, ensuring our services truly reflect the needs and aspirations of those we support.

The client-led planning for the 2024 Tri-State Games in Portland exemplifies our commitment to supporting client autonomy and leadership.

Our partnership with *Valid* to develop co-designed leadership training represents a significant step forward in embedding client voice throughout our organisation.

This initiative will enhance our ability to deliver truly person-centred services and support our clients in achieving their goals.

Future outlook

NDIS Registration and Compliance

As a registered NDIS provider, we maintain an unwavering commitment to excellence in service delivery.

Our continuous improvement approach drives ongoing enhancements in how we support our clients.

Robust quality and safeguarding frameworks ensure we not only meet but exceed NDIS Practice Standards.

Through these efforts, we continue to strengthen our position as a trusted disability service provider in our community.

As we approach 2024-25, we are well-positioned to continue our journey of service excellence.

The development of our next strategic plan with Saint George Consulting will chart our course forward, while our robust governance framework and enhanced operational capabilities will support our continued adaptation to the evolving NDIS landscape.

Acknowledgements

The success of our organisation rests on the dedication and commitment of many individuals. We extend our heartfelt appreciation to our staff, whose steadfast dedication to our clients makes our work possible.

We particularly acknowledge our retiring board and executive members - Barry, Theresa, Sarah, Brian, Joanne and Mark - whose leadership has helped shape our organisation.

The generous contribution of our Op shop volunteers continues to support our financial sustainability and community engagement. Thank you also to the following organisations who have kindly contributed to helping PALS Inc. realise our vision:

Annual donations

- *Country Women's Association Yarrowonga and Border*
- *Uniting Church Ladies Fellowship Numurkah*
- *Soroptimist International - Soroptimist Cobram*
- *Rotary Club Numurkah*
- *Ritchies Stores Community Benefit Program*

One-off

- *Commonwealth Bank, Community Donation Program*
- *Barooga Sports Club*



Client Voice is at the heart of PALS' service delivery, ensuring we provide a service that empowers and supports people to live their life their way.



Meetings of Board Members

Attendance by each Board Member was as follows:

BOARD OF MANAGEMENT		Meetings attended	
Name	Membership Period	Eligible to attend	Present
Brian Hardy	01/07/2023 – 23/04/2024	7	7
Alex Kalff	Full year	8	8
Bronwyn Stanley	Full year	8	8
Shazia Haider	Full year	8	7
Sarah Morgan	Full year	8	7
Joanne Ryan (Chair)	Full year	8	7
Anna Graham	Full year	8	7
Therese O'Beirne	01/07/2023 – 10/10/2023	3	3
Barry Small	01/07/2023 – 10/08/2023	1	1

AUDIT AND FINANCE COMMITTEE		Meetings attended	
Name	Membership Period	Eligible to attend	Present
Brian Hardy (Chair)	01/07/2023 – 23/04/2024	3	3
Bronwyn Stanley	Full year	3	2
Joanne Ryan	Ex officio	3	2

Meetings of Board Members

Attendance by each Board Member was as follows:

QUALITY AND RISK COMMITTEE		Meetings attended	
Name	Membership Period	Eligible to attend	Present
Barry Small	01/07/2023 – 10/08/2023	1	1
Therese O’Beirne	01/07/2023 – 10/10/2023	2	2
Alex Kalff (Chair)	Full year	2	2
Anna Graham	Full year	2	1
Sarah Morgan	Full year	2	1

LIVED EXPERIENCE COMMITTEE		Meetings attended	
Name	Membership Period	Eligible to attend	Present
Sarah Morgan (Chair)	Full year	1	1
Shazia Haider	Full year	1	1
Bronwyn Stanley	Full year	1	1



PALS Inc. was on the organising committee of the 2023 Tri State Games. Held in Cobram, it was wonderful to witness the delight on participants' faces, the support they showed to others, and the entire Cobram community embracing the games.





Refurbished *Gorman House* provides a modern, welcoming and accessible environment for our clients. New monthly social events calendars and getaway packages have expanded opportunities for social connection and independent skill development.





Providing All Living Supports (PALS)
Inc. ABN 38 788 328 554

Financial Statements

For the year ended 30 June 2024

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Providing All Living Supports (PALS) Inc.

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2024

	Notes	2024 \$	2023 \$
Revenue & Income	2	7,244,081	6,836,492
Employee benefits expense		6,343,832	5,798,228
Administration expenses		486,965	453,064
Rent, rates & utilities		137,387	128,701
Contractor expenses		84,370	224,500
Program & client expenses		86,421	80,714
Depreciation	6	150,791	140,038
Repairs & maintenance		144,139	54,662
Motor vehicle expenses		74,891	85,925
Cost of sales		33,535	38,247
Loss/(gain) on sale of property, plant & equipment		12,569	(545)
		<u>7,554,900</u>	<u>7,003,534</u>
Surplus/(Deficit) before income tax expense		<u>(310,819)</u>	<u>(167,042)</u>
Income tax expense	1(c)	-	-
Net surplus/(deficit)		<u>(310,819)</u>	<u>(167,042)</u>
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Net gain on valuation of land and buildings		1,969,379	-
Total comprehensive result for the year		<u>1,658,560</u>	<u>(167,042)</u>

The statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Providing All Living Supports (PALS) Inc.

Statement of financial position

As at 30 June 2024

	Notes	2024 \$	2023 \$
ASSETS			
Current assets			
Cash and cash equivalents	3	4,673,652	4,488,427
Trade and other receivables	4	335,324	592,274
Other current assets	5	61,566	210,466
Total current assets		5,070,542	5,291,167
Non-current assets			
Property, plant and equipment	6	5,019,814	3,040,390
Total non-current assets		5,019,814	3,040,390
Total assets		10,090,356	8,331,557
LIABILITIES			
Current liabilities			
Trade and other payables	7	591,307	473,466
Other Liabilities	8	28,838	61,427
Provisions for employee entitlements	9	561,405	540,709
Total current liabilities		1,181,550	1,075,602
Non-Current liabilities			
Provisions for employee entitlements	10	5,888	11,597
Total non-current liabilities		5,888	11,597
Total liabilities		1,187,438	1,087,199
Net assets		8,902,918	7,244,358
EQUITY			
Asset valuation reserve		1,969,379	-
Accumulated funds		6,933,539	7,244,358
Total Equity		8,902,918	7,244,358

The statement of financial position should be read in conjunction with the accompanying notes.

PALS^{INC}

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LIVING SUPPORTS

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