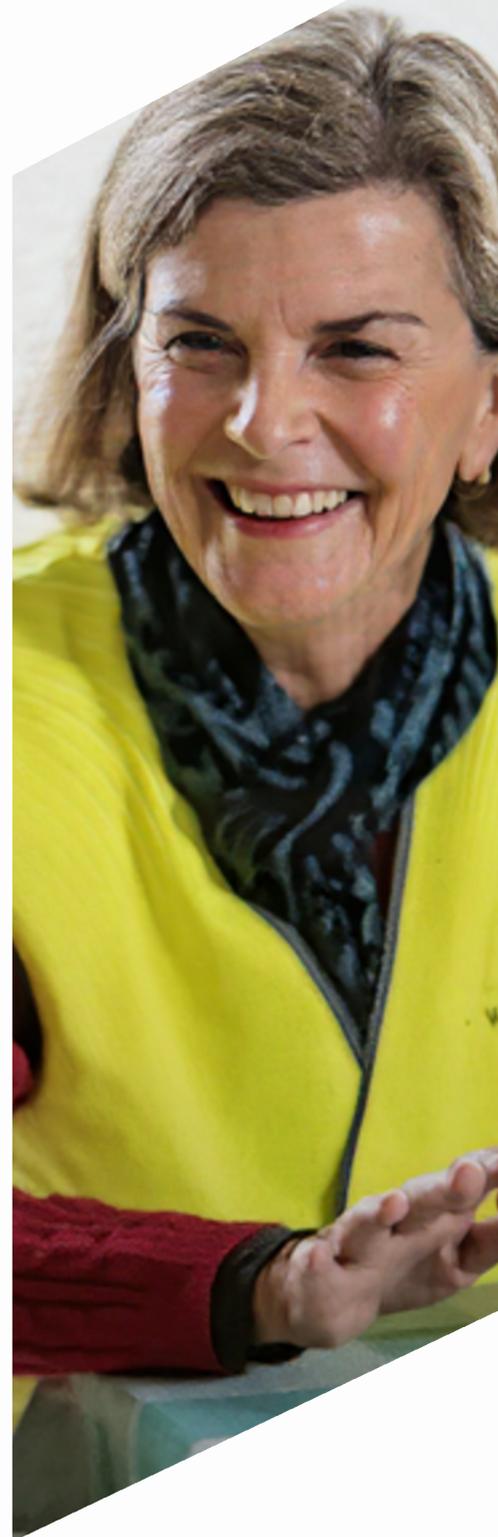


2024/25

ANNUAL REPORT



**South
Australia**

2024/25 Directory

Joint Patrons

Her Excellency the Honourable Frances Adamson AC Governor of South Australia and Mr Rod Bunten

Board Members

President
Mr K Reid

Vice President Services
Mrs H Richardson
Mrs E Wolf

Vice President Finances
Ms A Perrott

Elected and Appointed Members who served on the Board of the Association in 2024-25

Ms T Alley
Ms J Gardiner
Ms J Good
Ms E Hamilton
Mr R Hearn
Mr N Jones
Mr J Liu
Dr N Luscombe-Marsh
Mr P Steer
Mrs E Wolf

Executive Leadership Team

Chief Executive Officer
Mrs S Broer

General Manager Service Operations
Mrs J Bonnici

General Manager Business Operations
Mr D Smith

General Manager Business Sustainability
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



What Makes Us Unique



Our Vision

Well-nourished people thriving within their communities.



Our Values

To meet our purpose and achieve our vision, we have adopted these values ...



Our Purpose

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



Our Customer Promise

Meals on Wheels SA supports South Australians to enjoy life by providing food with care, making it easier to live well and remain engaged with their community.

Caring

Empathy, compassion and kindness are at the heart of everything we do.

Respectful

We value every individual, ensuring dignity and consideration for all.

Reliable

You can count on us to be consistent, practical, friendly and willing to go the extra mile.

United

We strengthen our community by working together, fostering a strong sense of belonging and connection.

Impactful

We make a positive difference for our customers, providing high quality, supportive and uplifting services that exceed expectations.

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 wanting 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 and food insecurity.



Our Priorities - 2022-2025

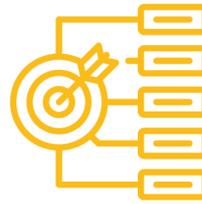
Extend social connection within services to core customers.

Sustain and improve overall customer satisfaction.

Forecast future demand for services and capacity to respond.

Plan the optimal workforce size, skills and mix for future needs.

Successfully transition to new aged care system requirements.



Our Objectives

Preferred provider of meals to seniors

Actions include:

- More meal variety.
- Customer experience improvements.
- Regional, rural and remote focus.

Help new groups, deliver new services

Actions include:

- More My WISE Choice
- More social connection opportunities - during meal service, local group options.

Share our unique difference: Great food, great people

Actions include:

- Build the "MoWSA Community".
- Attract more Great People.

Stronger base for future success

Actions include:

- Workforce planning.
- Facilities planning.
- Better data collection and analytics.



President and CEO Report



Kevin Reid
President

Sharyn Broer
CEO

Over the past year, Meals on Wheels™ SA has celebrated important milestones and laid the groundwork for an exciting future.

We believe that people live better when they eat well and feel connected to others. Every meal we serve and every friendly conversation at a doorstep brings that belief to life. For more than 70 years, this simple but powerful mission has guided us. But as the world around us changes, so too must we.

Across South Australia, the number of people who could benefit from our services is growing rapidly. Community expectations around aged care and support are evolving, and the environment in which we operate is shifting. These changes present challenges, but they also bring incredible opportunities. Building on our past strategic achievements, we are in a unique position to adapt, innovate and ensure Meals on Wheels SA continues to be a trusted, essential service for decades to come.

Our organisational values are our bedrock for decision-making, underpinning how we engage with our communities and deliver on our mission. Our first step in planning for the future was refreshing our organisational values to better reflect who we are: Caring, Respectful, Reliable, United, and Impactful.

These values, shaped by volunteer and staff feedback, guide our work and the way we support each other and our customers.

Next, we developed a new three-year strategy commencing July 2025. It is built on one simple but ambitious idea: to make it easier for more people to eat well and remain engaged with their community.

It's about meeting the needs of today's customers while preparing for tomorrow. And at its heart, the strategy is about what makes Meals on Wheels SA truly special – our people, our services and the meaningful connections we create.

Most importantly, this strategy is a promise – to our customers, our communities and to each other – that we will continue to deliver not just meals, but dignity, connection and care.

Over the next three years, our focus will be on four key areas:

Attractive and flexible services: We are moving beyond our signature ready-to-eat, three-course midday meal model, creating a range of flexible meal and social service options that reflect our customers' diverse needs. By listening to their voices and understanding their preferences, we can ensure every service feels personal, relevant and valued.

A capable, supported workforce: Our volunteers and staff are the heart of Meals on Wheels SA. We will invest in making roles more engaging and accessible, strengthening training and support, and ensuring everyone feels equipped and appreciated as services evolve.

Easy, streamlines processes: We know that the simpler things are, the more time and energy we can spend on what really matters – supporting our customers. By refining our systems and embracing smart technology, we'll make it easier to work with and for Meals on Wheels SA.

A sustainable foundation: To thrive for generations to come, we must protect and build on our financial, physical and reputational assets. From budgeting and planning to maintaining strong community trust, we are laying the groundwork for long-term success.

Some of these initiatives are already in motion, developed through our 2022-25 strategy.

During 2024-25, we've begun experimenting with flexible meal options. We're piloting one- and two-course meal services, easier meal ordering processes, and delivering more items ready-to-heat when they won't be eaten at the time of delivery. Customer feedback drives these experiments, and successful ideas will be rolled out more broadly.

We seek feedback from customers continuously, recording and acting on complaints and compliments while monitoring, rectifying and learning from incidents and near misses. Focus groups and interviews help to design service improvements, and we are increasingly engaging customers and volunteers in co-designing experiments.

In early 2025, nearly 3,000 (41%) of our active customers kindly provided feedback through a comprehensive survey. Very high levels of overall satisfaction were reported, consistent with 2022 results. The independent researchers noted that besides the comfort of receiving a nutritious, ready-made meal and check on their wellbeing, the kindness, respect and reliability of the volunteers was overwhelmingly mentioned.

The survey also confirmed that more than half of Meals on Wheels customers experience social isolation, and most respondents highly value the emotional benefits of our service model. Confidence that Meals on Wheels would act in a crisis and regular contact with delivery volunteers were especially appreciated.

Addressing social isolation and loneliness is as important to us as providing enjoyable, healthy meals. Our WISE (Wellbeing, Independence, Social Engagement) program offers a range of group-based and individual services that provide connection through food.

Our Cook and Connect groups, café clubs, pub lunches and retirement village lunches develop skills and create welcome and enduring connections in local and familiar settings.

These services have shown positive benefits for those we aim to support. However, access has been increasingly constrained by government funding eligibility criteria, assessment processes, and geographic limitations.

We strive to keep our services affordable, aligning price increases with inflation and maintaining our commitment to accessibility. However, a growing gap between costs and funding means we are increasingly relying on donations and reserves. Long-term sustainability requires improved government support and ongoing cost management.

In late 2024, the Australian Government announced a cost-of-living increase of 10% in funding for delivered meals provided through the Commonwealth Home Support Program. This uplift was applied to the total 2024-25 grant and provided welcome budgetary relief and created an opportunity to moderate future price increases for customers.

The lack of growth funding in the Commonwealth Home Support Program has meant that some Meals on Wheels™ services implemented a waiting list for delivered meal services in 2024. Fortunately, this has not been necessary for Meals on Wheels SA, as aggregate state demand remains within our funded level of activity.

However, in early 2024 Meals on Wheels SA withdrew from providing a small number of allied health and goods, equipment and assistive technology services under the Commonwealth Home Support Program, as these services fell outside our core capabilities and proved administratively inefficient to deliver.

During the year we spent considerable effort preparing for significant changes in aged care policy, including the new Aged Care Act, commencement of the Support at Home Program and updates to the Commonwealth Home Support Program.

Most changes initially slated for 1 July 2025 were belatedly deferred to 1 November 2025, following delays in finalising the Rules and other details necessary for the proposed changes to operate.

This includes Meals on Wheels SA becoming a registered provider with specific obligations for all Commonwealth Home Support Program activity, and an associated provider for all services provided on a sub-contract basis to organisations managing Home Care Packages, which will become known as Support at Home.

We support the new Act's focus on the rights of older people using government-funded aged care services and its intent to improve safety and quality, while remaining concerned about the future of the Commonwealth Home Support Program, increased administration overhead without commensurate funding increases, and potential consequences of means-tested co-contributions for people receiving services via Support at Home, including full pensioners. Our focus remains on adapting successfully to these important changes, while continuing to deliver the same trusted support.

Volunteers are the heart of Meals on Wheels SA. We launched campaigns to attract new volunteers and enhanced their journey from initial enquiry to active participation. We are exploring new avenues for volunteer engagement, including more flexible roles that accommodate diverse lifestyles and commitments.

Supporting our volunteers are our team of capable staff. Branch Coordinators have become an integral part of each kitchen-based branch, supporting Branch Committees and volunteers and assisting Branch Support Officers to ensure safe and reliable meal delivery.

Together with our Cook Chill Production team, staff ensure that our menu and recipes are varied, appealing and tasty, and that we achieve consistently excellent food safety results.

Our centralised services support people with a need to access our services, provide a vital link between customers, their families, referrers and branches, ensure that payments occur smoothly, information is recorded and reported accurately, quality and safety systems run effectively, buildings and equipment are well maintained, our reputation is strengthened, funds are raised and our Association is governed well.

Meals on Wheels SA is part of South Australia's social fabric and well regarded by the wider community. We were delighted when Mr Rod Bunten accepted the Board's invitation to join his wife, Her Excellency the Honourable Frances Adamson AC, Governor of South Australia, as joint Patron of Meals on Wheels SA.

Both have been tremendous supporters of Meals on Wheels SA and Mr Bunten has delivered meals at our Hindmarsh Branch for over two years, giving him a volunteer's perspective about the value and impact of our service.

We were proud to mark our 70th anniversary on 9 August, 2024. We celebrated the occasion with community events, a Government House reception hosted by our valued joint Patrons, and were delighted when the local business community stepped up to the plate, donating funds to shout our customers' lunch on the day.

Our Big Brunch Drive in June 2025 provided another way for the broader community to become involved in supporting Meals on Wheels SA, raising community awareness along with funds to support those unable to pay the full cost of their meal.

Meals on Wheels SA is recognised for delivering more than a meal - providing nourishment, connection, and care. Our volunteers' stories and social impact research highlight the difference we make in combating social isolation and supporting wellbeing.

We celebrated National Meals on Wheels Day and National Volunteers' Week, recognising the dedication and spirit of our community, while a contingent of volunteers and staff met and shared knowledge and experiences with the national network of Meals on Wheels organisations at the Meals on Wheels Australia National Conference in Sydney in July 2024.

Our enduring partnerships, such as the 40-year relationship with Meals on Wheels Japan, continue to inspire and strengthen our service. With the support of an Australia-Japan Foundation grant, a small delegation from Meals on Wheels SA visited Japanese Meals on Wheels services in September 2024.

We participated in round table discussions, a symposium and meetings with local and national government officials, formalised our enduring relationship through a renewed Friendship Agreement, and participated in meal preparation and deliveries in two cities.

At our Annual General Meeting in October 2024 we farewelled retiring Board member, Heather Richardson who had reached her term limit. Heather joined the Board as a Branch Representative in 2011, became an elected board Member in 2014, and in early 2015 was appointed a Vice President in a role that was later re-named Vice President Services.

Heather was re-elected several times and held that role until her retirement, and was one of the two South Australian delegates on the Meals on Wheels Australia Board from January 2019 until June 2023. Few have demonstrated greater dedication or advocacy for Meals on Wheels, both locally and nationally. We thank Heather for her stalwart service and appreciate her continued contributions at the Barossa Valley branch.

Also at the Annual General Meeting, Eleanor Wolf was elected Vice President Services and Dr Natalie Luscombe-Marsh was re-elected for a further term.

Later in the year, co-opted Board members Ellie Hamilton and Neil Jones retired, and the Board appointed new members Phil Steer, Justina Gardiner and Jim Liu to vacancies arising.

Trish Zeitz was invited to become a Board Observer, after the role became vacant with Justina's Board appointment.

Their diverse skills and passion for our mission will help guide us forward.

Sadly, Jim Liu passed away unexpectedly in August 2025. Though his tenure was brief, Jim made a meaningful contribution and is deeply missed.

To all our volunteers, staff and supporters: thank you for your unwavering commitment and care. Together, we are shaping the future of Meals on Wheels SA - one meal, one smile, and one caring connection at a time.



Vice President Finances Report



Alison Perrott
Vice President Finances

Last year, I reported the Board's concern about the structural deficit underlying the Association's financial performance that, if not corrected, risks gradual erosion of capital reserves. Controlling costs without compromising safety and quality, and more realistic government unit pricing, were flagged as critical corrective actions.

Our 2024-25 operating result was a deficit of \$142,025, an improvement on the expected loss of \$1.2m after depreciation and amortisation achieved through effective cost management initiatives and a welcome though unexpected uplift in Commonwealth unit pricing of delivered meal services.

A solid net surplus of \$1,412,725 was delivered through continued investment growth and other revenue. Revaluation of our properties added \$3,180,528 to our comprehensive income and financial position, producing total comprehensive income of \$4,593,253.

This result is particularly pleasing when considering the annual budget anticipated a net deficit of more than \$351k. Our meal service activity remained in line with the previous year, increasing by only 5,000 or 0.4%, and had no significant impact on achieving the surplus.

Factoring in expected goods and services and wage inflation of 3.5% – 10%, the annualised average cost per meal produced by the budget was expected to rise from \$22.32 in 2023-24 to \$24.17. With limited scope to increase customer contributions or government payments to meet these costs, a deficit would occur without concerted effort to make savings.

Management made reducing the average cost per meal their "Wildly Important Goal" for the year, reducing waste and finding efficiencies and savings without compromising service quality and safety, or the safety of our people.

The average cost per meal for 2024-25 was \$23.56, an improvement on budget of 2.4% and a positive beginning to a continuing effort. Indeed, ingredients and consumable costs increased only 1.1% for the year with 0.4% of that rise related to higher volumes, beating inflation, while total expenses including wages were 4.8% below budget.

Maintaining service affordability is very important to enabling the people we exist to serve to choose and use our services. Our budget included customer contribution increases from September 2024 of 25 – 75 cents per meal (2 – 7%) depending on the corresponding level of government subsidy. The rise chiefly reflected expected increases to ingredient costs, as government policy requires all customers to pay for the full cost of ingredients.

In late 2024, the Australian Government announced a 10% increase in Commonwealth Home Support Program (CHSP) funding for delivered meals in recognition of the types of cost pressures experienced by providers, including Meals on Wheels SA, following successful advocacy by Meals on Wheels™ Australia and other industry associations.

This uplift in funding of more than \$750k was received in early 2025 and was a major contributor to our improved end of year result. It has enabled the Board to hold CHSP customer contributions for meal services at their present levels for the next financial year.

Including this unbudgeted grant income, our operating income was 0.1% below budget, largely due to expected growth in meal service use being slightly below expectations.

Despite turbulent market conditions our investment portfolio grew by a further \$1.13m (10.7%) in FY25, exceeding the prior year result of \$781k. Once again, a prudent investment policy and sound external investment advice produced portfolio performance above the market benchmark.

During 2024-25, we provided a total of 1,139,420 'more than a meal' services, up marginally (0.4%) from 2023-24, and additional social support, allied health, goods and equipment and cooking skills development activities. Total income received from service provision was \$28.5m compared to \$25.7m in the prior year, with total expenditure of \$27.3m, up from \$24.9m and positive cash flows.

Most customers access their services through a Commonwealth or State government program, which covers part of the service cost. Total customer payments rose by \$789k, while government support increased by \$1.9m, mainly reflecting some 12% total indexation on CHSP meal pricing. The Association continued to waive part or all of the customer's contribution where they were unable to afford the usual cost.

"A solid net surplus of \$1,412,725 was delivered through continued investment growth and other revenue. Revaluation of our properties added \$3,180,528 to our comprehensive income and financial position, producing total comprehensive income of \$4,593,253."

Fundraising income of \$161k was 10% higher in 2024-25, thanks to contributions from the South Australian business community to pay the customers' meal costs on our 70th birthday in August 2024, and a successful new initiative, The Big Brunch Drive. No significant bequests were received in either 2024-25 or 2023-24.

The Board revalued freehold land and buildings on 30 June 2025. An overall increase in value was brought to account as Other Comprehensive Income of \$3.2m and added to the Asset Revaluation Reserve, contributing to an increase in total equity of \$4.6m.

The Association's total equity of \$47.2m at 30 June 2025 includes property, plant and equipment used in production and delivery of meals (\$29.9m), our managed investment portfolio (\$11.7m) and cash and cash equivalents (\$6.6m), each of which has grown in the past year.

I appreciate fellow Board and Finance, Audit and Risk Committee members' contribution and expertise that enables us to preserve and build the Association's strong financial position.



Our New Initiatives

Giving Customers More Choice

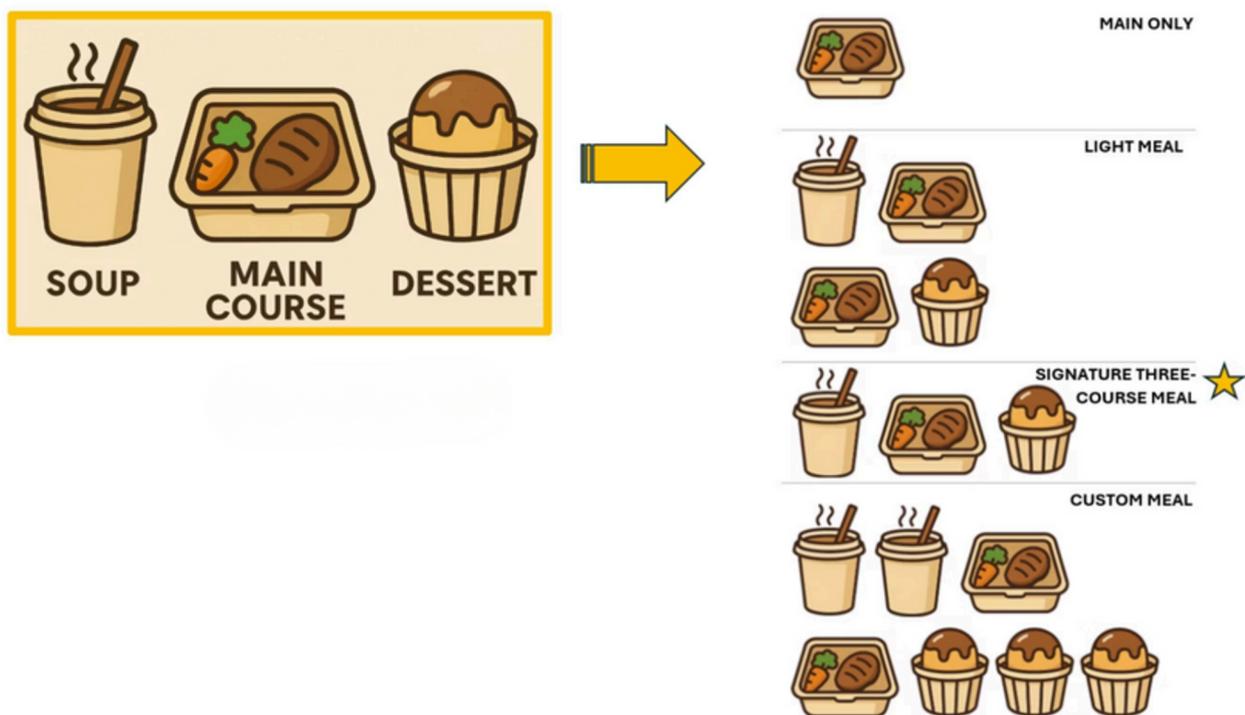
Project 123 directly supports our strategic priority to sustain and improve overall customer satisfaction by giving customers greater choice and flexibility in how they enjoy their meals.

We know how important it is to listen to our customers, and many have asked for more flexibility in both how they select and how they pay for their meals. In response, we launched Project 123 - an initiative designed to put more choice in the hands of customers while ensuring our service remains strong and sustainable.

The pilot commenced in May 2025 at our Mount Barker branch, where a significant number of customers were already opting for fewer courses than the signature three-course meal. A dedicated workgroup from Service Operations, Finance and ICT explored how customers could build the meal combination that best suited their needs, and how our billing practices could be adapted to support these choices.

While most customers continue to prefer the signature three-course meal, others welcomed the option of selecting one, two, or all three components depending on their individual requirements. The new pricing model ensures the three-course meal remains the best value, encouraging the most nutritious option, while offering fair pricing for other combinations.

Project 123 is a significant step in our strategic plan toward a more customer-focused future. It reflects our commitment to innovation and adaptability, ensuring Meals on Wheels SA continues to deliver the high-quality service our community depends on. Following positive customer feedback, we are planning to roll the initiative out across all branches in the future.



Our New Initiatives

Making Ordering Easier for Our Customers

Putting customers first means listening to their needs and finding better ways to make their Meals on Wheels experience simple, transparent, and enjoyable. With this in mind, we introduced Smart Serve, a new initiative designed to modernise how meals are ordered and delivered.

Traditionally, customers completed paper order forms every week or two, selecting only their main courses, with no visibility of soups or desserts, and without keeping a copy of what they had ordered. Smart Serve changes this by providing customers with the full seasonal menu upfront, allowing them to place orders for a four-week cycle, which then automatically repeats unless they wish to make changes. Importantly, customers now retain a copy of their menu for easy reference.

Piloted during the 2025 Winter Menu at four branches – Victor Harbor, Modbury, Gawler and Yankalilla, Smart Serve has already shown promising results.

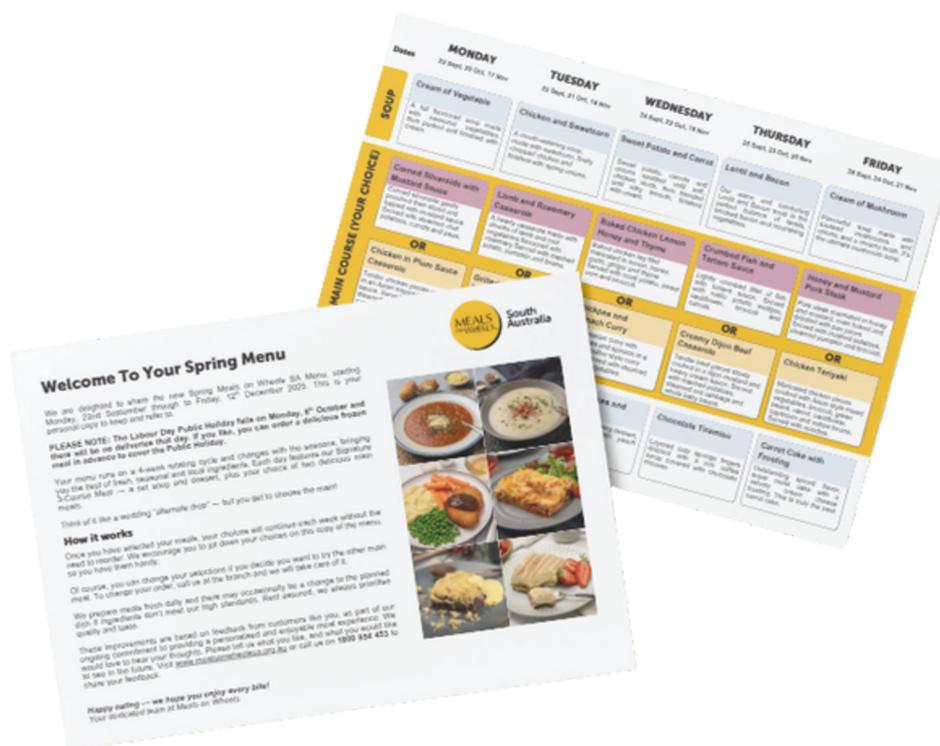
Feedback highlights include:

- For customers: greater convenience, improved transparency, and less paperwork.
- For volunteers and staff: significant reductions in administration time, freeing up hours each week.

While survey results are still being analysed, early responses from customers show that Smart Serve has been warmly received, especially the benefit of having a menu copy at home.

As part of our strategic plan priority to sustain and improve overall customer satisfaction, Smart Serve demonstrates our commitment to innovation that makes life easier for both customers and volunteers.

We look forward to introducing Smart Serve to more branches offering choice menus, so that even more customers can enjoy the benefits.



Our New Initiatives



The Big Brunch Drive: Bringing People Together, One Bite at a Time

In June 2025, Meals on Wheels SA launched its inaugural Big Brunch Drive, a new fundraising initiative built on the idea of bringing people together over food while supporting a vital cause. The campaign captured the imagination of the community, with events ranging from The Big Brunch Battle at Plant 4 Bowden, where MasterChef stars Sav Perera and Jessie Spiby went head-to-head, to Graeme Goodings' live FiveAA broadcast from The Hilton Hotel, and our own Big Brunch at the Meals on Wheels SA office.

The Big Brunch Drive was more than a series of events, it was a celebration of community spirit and generosity. By rallying support from local businesses, media partners, and the public, we raised much-needed funds that help us keep the cost of meals affordable for our customers, while also shining a light on the importance of Meals on Wheels in South Australian communities.

Thanks to the enthusiasm of our supporters and volunteers, the Big Brunch Drive is set to become an annual tradition. Planning is already underway for 2026, with even bigger ambitions to strengthen community connections and raise funds that will directly support our vision: well-nourished people thriving within their communities.

- Major Sponsors:



- Supporting Sponsors:



- Community Sponsors:



We also extend our thanks to the Government of South Australia, with a donation presented on behalf of The Honourable Peter Malinauskas MP, Premier of South Australia and Member for Croydon, further bolstering our campaign's success.



Supported by
Government of South Australia

Our New Initiatives

"Keep the Wheels Turning" Volunteering Campaign

At Meals on Wheels SA, our volunteers are the heart of everything we do. Without their time, energy, and compassion, we simply could not deliver the thousands of meals and wellbeing checks that make such a difference in communities across South Australia. Every delivery is more than a meal – it is a connection, a moment of care, and a reminder that no one is forgotten.

Following the challenges of the COVID-19 pandemic, many long-serving volunteers chose to step away from their roles. This created a real need to inspire the next generation of volunteers, ensuring the ongoing strength and sustainability of our service. To respond, we launched the Keep the Wheels Turning campaign – a powerful reminder that it is volunteers who keep our service in motion, and that every delivery helps drive positive change in the community.

The campaign reached people right across the state through digital, print, radio, and community channels, shining a light on the vital importance of volunteering and the personal rewards it brings. By highlighting real volunteer stories and showcasing the sense of purpose, connection, and joy that comes from being part of Meals on Wheels, the campaign invited South Australians of all ages and backgrounds to consider how they might contribute.

Branches were also provided with fresh tools and resources to promote volunteering in their local areas, from posters and flyers to social media content. This grassroots support empowered local teams to engage directly with their communities, spreading the message further and creating a united voice around the importance of volunteering.

The response was overwhelmingly positive, with a significant lift in enquiries from people interested in joining Meals on Wheels. Many new volunteers have already stepped forward, strengthening our teams and ensuring we can continue to meet growing demand for our services. For those who joined, the campaign served as their introduction to a rewarding opportunity to give back, while for our existing volunteers it was a celebration of the vital role they play every day.

At its heart, Keep the Wheels Turning was about more than recruitment – it was about recognising and celebrating the contribution of volunteers past and present, and ensuring that their efforts are seen, valued, and appreciated. It reinforced our strategic commitment to sustainability, building resilience in our volunteer base so that Meals on Wheels SA can remain strong for decades to come.



Our New Initiatives

Capturing Conversations: Honouring Stories, Building Community

Recognising the growing need for connection, particularly among older adults, we've expanded our focus in recent years to include social connection programs. These initiatives offer safe, supportive spaces where individuals can build relationships and share their stories. In 2025, we proudly launched one such initiative: Capturing Conversations.

Capturing Conversations is a brand new intergenerational program with a twist, bringing together veterans and volunteer writers to share, preserve and celebrate life stories and contributing to a stronger sense of belonging within the MoWSA community. It's about honouring the wisdom of experience, validating voices that may have long gone unheard, and offering a chance to reflect and connect.

Thanks to our proud partnership with the William Kibby VC Veterans Shed, we hosted a series of interviews in May within the Shed's newly established Millie Dorch Wellness Space. The 'Shedders' shared a powerful insight: many veterans in our community live in isolation, becoming what they described as "ghosts in the community."

The program has a twofold purpose: to create new opportunities for social connection and to give participants - both veterans and volunteers - a space to exchange experiences, learn from one another, and feel heard. With the veterans' permission, first names or anonymity are respected, and each narrative is paired with a photograph to further personalise their stories. These stories will be compiled into a book - an anthology of courage, memory and resilience. Each volunteer writer is acknowledged, with the option to include a photo and personal blurb alongside their contribution.

We understand that some conversations might touch on deeply emotional topics. To support our volunteers, we provided strategies to help navigate challenging discussions, along with reassurance that it's always okay to pause and take a moment of reflection.

Importantly, this program also aligns with our strategic goal to plan and develop our future workforce. By increasing volunteer recruitment and deepening engagement through meaningful opportunities like these, we are not only enriching the lives of those we serve but also highlighting the value of volunteer participation in neighbourhoods.



Our Customer Feedback

Most important benefits as a Meals on Wheels SA customer



94%

I receive a nutritious meal regularly



93%

Knowing Meals on Wheels SA would take action if they found me in a crisis or emergency situation



81%

I can afford good meals



84%

Strong overall satisfaction and likelihood to recommend



74%

Of customers recognise Meals on Wheels SA's influence on quality of life

Strongest sentiment towards Meals on Wheels SA



99%

Meals on Wheels SA treats me with respect.



97%

Meals on Wheels SA staff and volunteers care about me

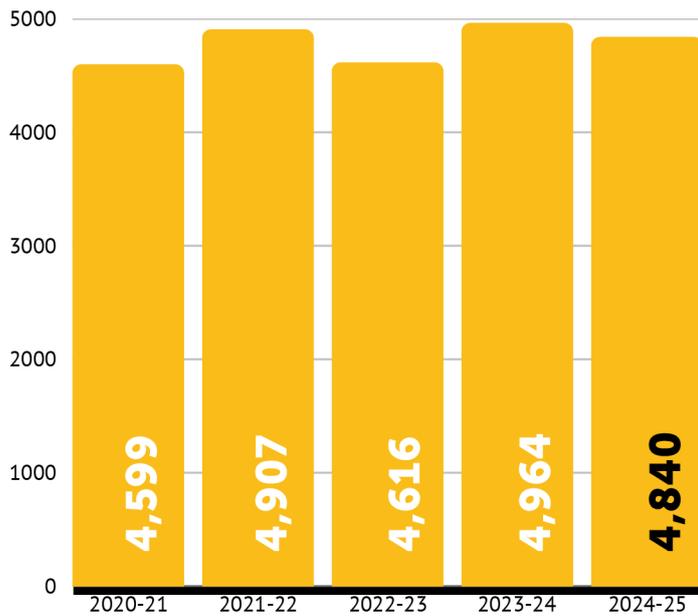


94%

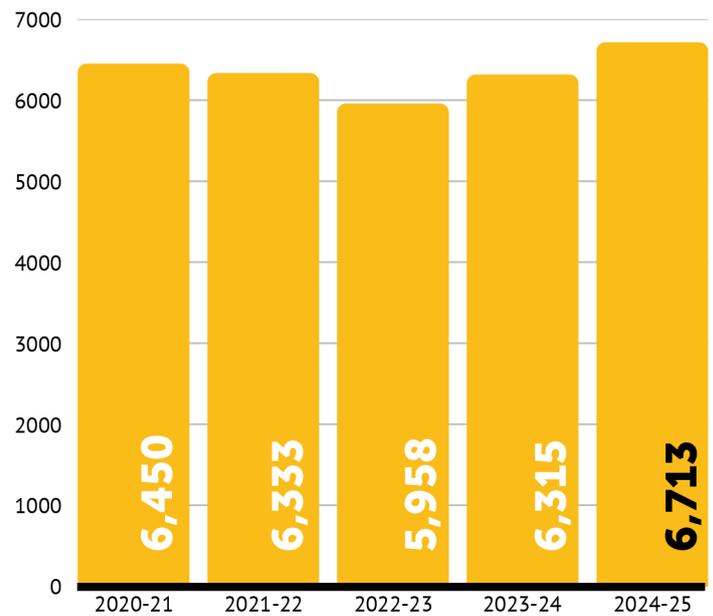
Confident Meals on Wheels SA are well trained

Our Activities

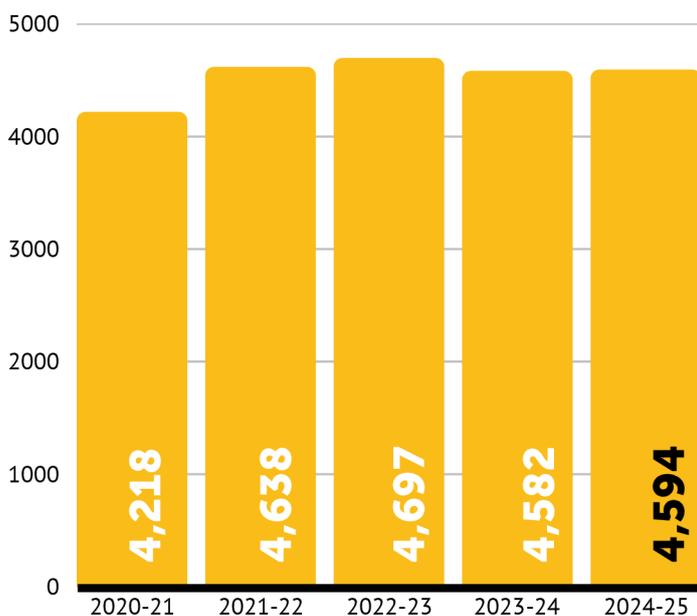
Number of Customers Referred for Meal Services



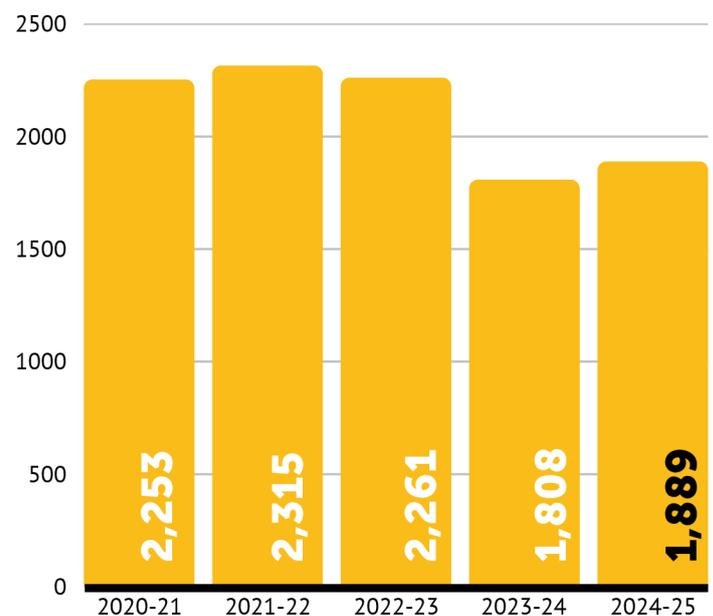
Average Number of Active Customers Per Month



Average Meals Per Day

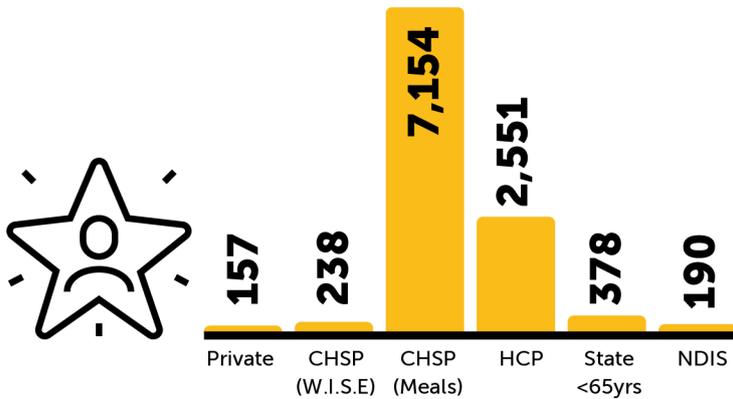


Volunteer Enquiries Per Year



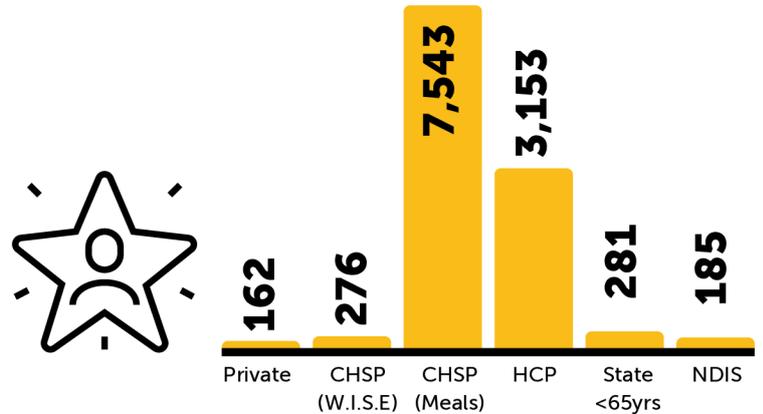
'24 - 25

Individual Customers by Program

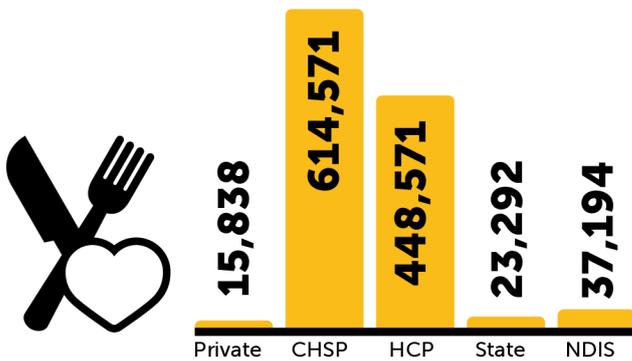


'23 - 24

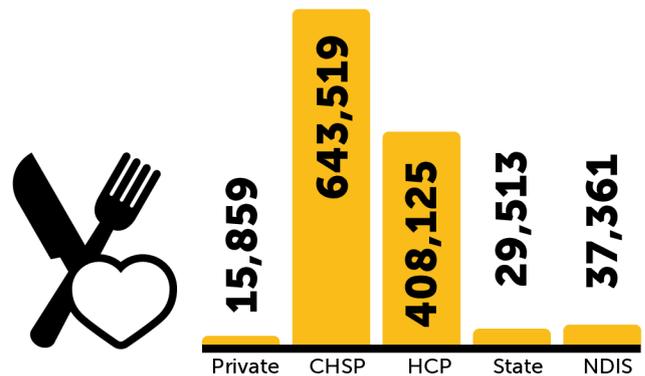
Individual Customers by Program



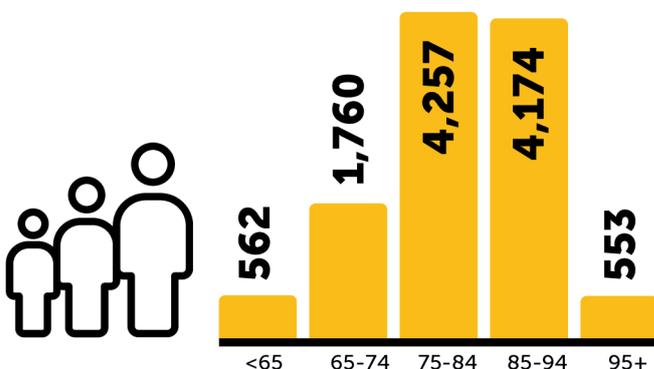
Meal Services Delivered by Program



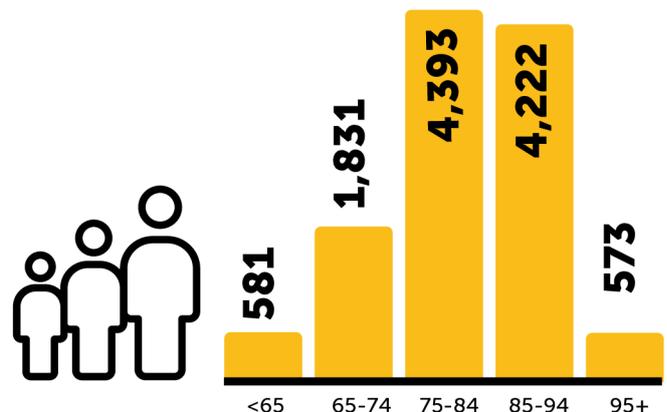
Meal Services Delivered by Program



Customer Age Groups



Customer Age Groups



Legend

- Private = Full Price Paying Customer
- CHSP = Commonwealth Home Support Program
- HCP = Home Care Packages
- State = SA DHS Statewide Services Program
- NDIS = National Disability Insurance Scheme

Summary Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2025*

	2025	2024
	\$	\$
Revenue	27,117,988	25,130,582
Other Income	825,800	814,104
Expenses	(27,260,013)	(26,081,610)
Gain/(Loss) on Disposal of Property, Plant & Equipment	(6,835)	26,375
Gain/(Loss) from Remeasuring Financial Assets at Fair Value	735,785	781,105
NET SURPLUS FOR THE YEAR	1,412,725	670,556
Revaluation of property	3,180,528	-
TOTAL OTHER COMPREHENSIVE INCOME	3,180,528	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	4,593,253	670,556

*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.

“

My father has been receiving meals for the last two months, and he is very happy with them. I tried two meals while I was visiting him, and I was very impressed as they were very tasty. I'm glad I know my father will be getting nutritious and enjoyable meals from now on.

Relative

”

Summary Statement of Financial Position

At 30 June 2025*

	2025	2024
	\$	\$
Total Current Assets	8,162,635	7,587,254
Total Non Current Assets	41,541,741	37,867,781
TOTAL ASSETS	49,704,376	45,455,035
Total Current Liabilities	2,339,753	2,738,975
Total Non Current Liabilities	137,399	82,092
TOTAL LIABILITIES	2,477,152	2,821,067
NET ASSETS	47,227,224	42,633,968
EQUITY		
Retained Surplus	41,169,212	39,756,484
Asset Revaluation Reserve	6,058,012	2,877,484
TOTAL EQUITY	47,227,224	42,633,968

*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.

“

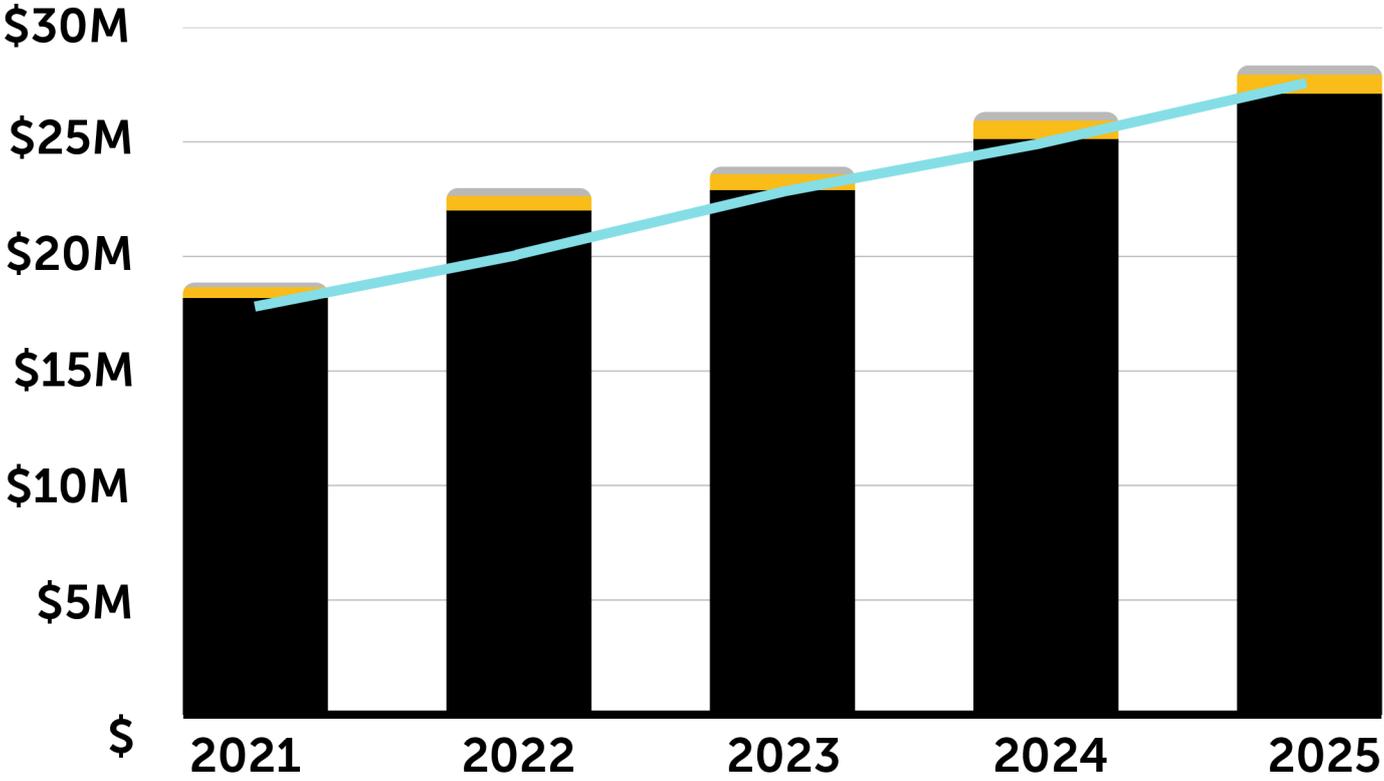
“As I sit here enjoying a delicious healthy meal, I started wondering why I've never used this company before - and I still have dessert to come. Yum, I can't wait.”

Customer

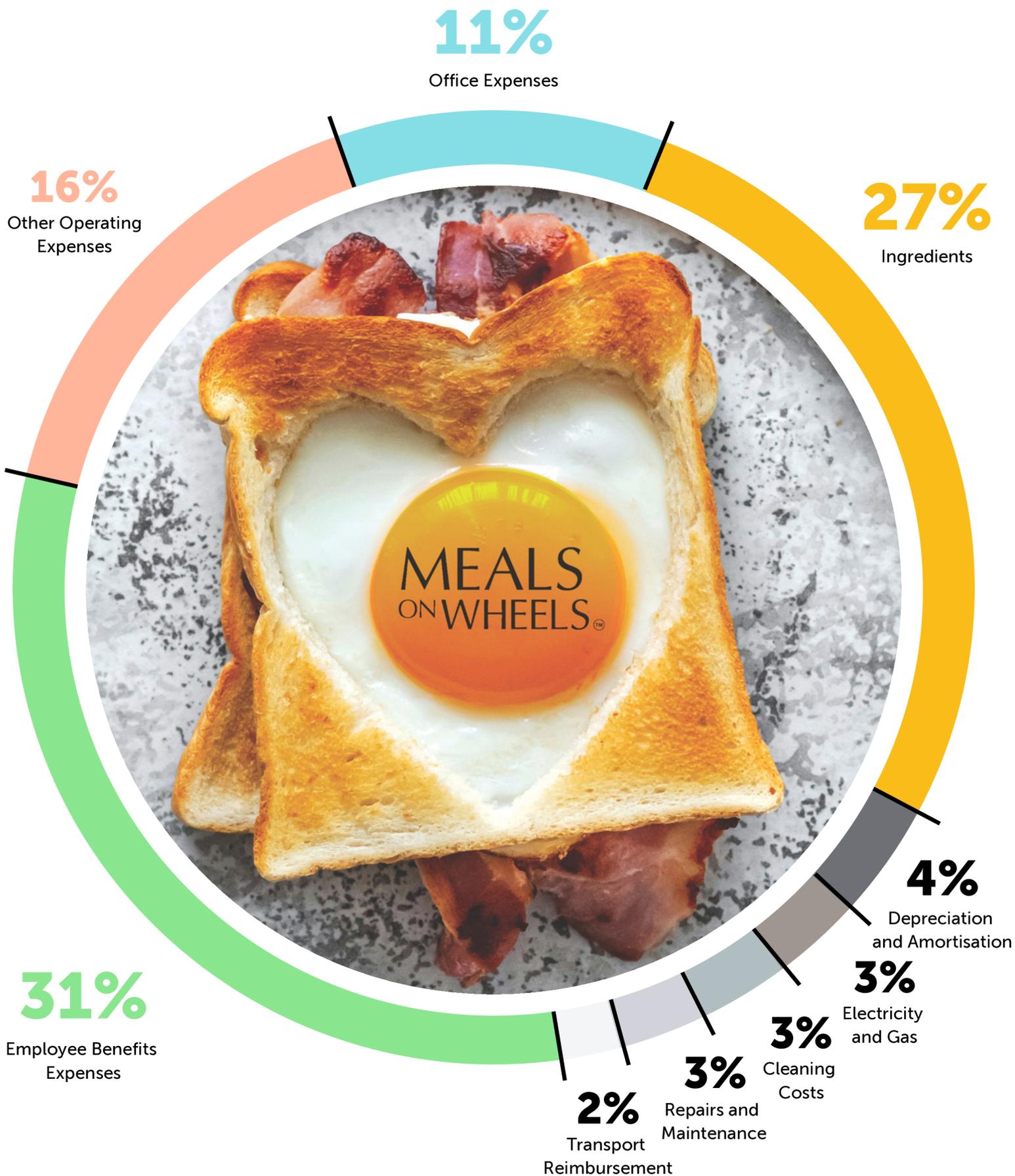
”

Total Income and Expenditure

Last 5 Years



Expenditure 2024-25



Investment

Last 5 Years



Donations

70th Birthday Sponsorships	\$12,456
Meals on Wheels (SA) Inc Website	\$14,195
The Big Brunch Drive Sponsorships	\$10,500
Reckitt Benckiser	\$8,415
Department of the Premier and Cabinet	\$5,000
Individual - Anonymous	\$5,000
Australian Unity Trust	\$3,573
Miscellaneous	\$1,509
Findex	\$1,500
Donations Under \$500	\$1,478
Individual - MJ & DJ Willoughby	\$1,000
Donations - Drivers and Branches	\$89,806
Total Donations	\$154,432

Delivered Meals

For the year ended 30 June 2025

Branch	Meal Type	Total 12 Months	Daily Avg.	Meals Served Since Inception
Ardrossan	O	2,121	9	99,773
Balaklava	O	1,201	5	195,347
Barossa Valley	CC	14,496	58	648,803
Beachport	CC	525	2	8,386
Berri	O	3,457	14	387,982
Blackwood	CC	17,646	71	382,811
Boomeroo Centre	O	1,627	7	155,009
Brighton	K	33,273	135	2,199,464
Burnside	K	22,022	89	1,646,673
Burra	O	1,330	5	154,711
Campbelltown	CC	37,716	152	1,331,436
Ceduna	O	1,309	5	128,896
Charles Sturt	K	32,529	131	1,200,059
Christies Beach	K	78,129	315	2,123,396
Clare	O	3,536	14	283,362
Copper Triangle	K	20,306	82	575,067
Cowell	O	1,627	7	79,312
Crystal Brook	O	1,457	6	220,577
Cummins	O	2,519	10	107,668
Edwardstown	K	27,168	110	1,795,687
Enfield	K	18,969	76	1,236,322
Gawler	K	31,200	126	973,089
Gilbert Valley	O	890	4	190,345
Glenelg	K	23,520	95	1,749,470
Hallett Cove	CC	18,399	74	379,462
Happy Valley	CC	48,649	196	702,036
Henley & Grange	K	34,235	138	1,819,504
Hindmarsh	K	22,792	92	1,537,086
Jamestown	O	2,125	9	219,533
Kapunda Eudunda	O	3,472	14	57,131
Laura & Districts	O	947	4	152,224
Maitland	O	1,721	7	123,678
Mannum	O	1,600	6	206,551
McLaren Vale	O	6,765	27	174,604
Meadows	F	1,195	5	56,063
Milang	F	1,575	6	28,829
Millicent	O	4,927	20	196,906
Minlaton	O	1,096	4	56,993
Mitcham	K	37,920	153	2,119,750
Modbury	CC	48,480	195	1,214,374

Branch	Meal Type	Total 12 Months	Daily Avg.	Meals Served Since Inception
Morgan	O	1,670	7	74,884
Mount Barker	CC	21,746	88	599,077
Mount Gambier	K	33,880	137	1,430,891
Murray Bridge	O	11,088	45	1,010,419
Naracoorte	O	3,268	13	202,737
Northfield	CC	43,993	177	842,978
Norwood	K	24,337	98	1,488,288
Onkaparinga Valley	CC	7,457	30	301,660
Orroroo	O	1,064	4	33,063
Peterborough	O	3,514	14	248,740
Playford	CC	42,757	172	940,452
Port Adelaide Osborne	K	40,390	163	2,113,124
Port Augusta	O	5,238	21	696,413
Port Broughton	O	3,971	16	149,908
Port Lincoln	O	16,359	66	824,110
Port Pirie	K	18,384	74	1,108,472
Prospect	K	15,701	63	1,222,868
Quorn	O	1,016	4	110,193
Renmark	K	15,716	63	710,922
Salisbury	K	50,768	205	1,576,515
Snowtown	O	1,340	5	112,652
Southern Yorke Peninsula	O	365	1	112,670
Stansbury	F	153	1	48,899
Stirling & District	K	11,047	45	614,184
Strathalbyn	CC	6,625	27	311,548
Streaky Bay	O	2,317	9	166,076
Tailem Bend	CC	772	3	125,136
Tumby Bay	O	4,897	20	247,190
Two Wells	F	2,950	12	53,186
Victor Harbor	K	38,482	155	1,097,216
Waikerie	K	6,593	27	379,341
Warradale	K	38,099	154	1,352,269
West Torrens	K	25,330	102	1,442,548
Whyalla	O	10,809	44	695,754
Willunga	O	3,092	12	72,512
Wudinna	O	992	4	74,874
Yankalilla	K	8,769	35	242,676
Inactive Branches				7,978,805
Total		1,139,420	4,594	57,731,619

Notes:

Legend:

K refers to Kitchen Based

CC refers to Cook Chill Reheat Branches

F refers to Frozen Meal Delivery

O refers to Other Suppliers such as Hospitals, other branches, etc.

Meadows amalgamated with Mount Barker as of November 2024

Hamley Bridge and Tintinara moved to inactive branches.

Special Events

Celebrating 70 Years of Meals on Wheels SA

In 1954, a visionary named Doris Taylor MBE founded a small, community-driven initiative with a simple yet powerful goal: to provide nutritious meals to people who were unable to cook or obtain food themselves. Little did Doris know that her humble effort would grow into Meals on Wheels SA, a vital service that has since delivered more than 57 million meals to South Australians in need.

This year, we proudly celebrated our 70th birthday, a testament to the unwavering dedication of our volunteers, staff, and supporters who have all played a part in making Meals on Wheels SA a cornerstone of the South Australian community.

In recognition of this incredible milestone, we were honoured to be hosted at Government House for a special reception. Our Patron, Her Excellency the Honourable Frances Adamson AC, together with her husband, Mr Rod Bunten, a Meals on Wheels volunteer driver who, since the event, has become joint patron, graciously welcomed around 80 staff and volunteers. The reception celebrated both the remarkable history and the promising future of Meals on Wheels SA. Her Excellency spoke passionately about the role Meals on Wheels SA plays in supporting vulnerable South Australians and commended the organisation's continued commitment to nourishing our community. Alison Perrott, Vice President Finances, also delivered a heartfelt speech, reflecting on the organisation's rich legacy and the positive impact it continues to have. It was a memorable occasion for all, and the speeches served as a reminder of the lasting difference we make every day in the lives of those we serve.

To mark the day of our anniversary, Meals on Wheels branches across South Australia embraced the birthday spirit with a day of celebration. We reached out to local businesses to sponsor meals for our customers, and many of these businesses went above and beyond by sending employees to volunteer as meal delivery drivers. The generosity of our sponsors meant that no customer paid for their meal that day – a special birthday gift for them on our special day.

Our Hilton office also got into the celebratory mood by delivering cupcakes to all metropolitan branches and a few country branches, spreading sweetness and joy to our volunteers and staff. To make things even more festive, staff enjoyed a delicious lamington cake, generously donated by Kyton's Bakery, adding another layer of sweetness to the occasion.



Our Annual Movie Day, a cherished event for volunteers, was made even more special this year as we celebrated. Over 460 volunteers, representing nearly all of our fresh cook and cook-chill branches, gathered for an afternoon of entertainment, connection, and celebration. We were thrilled to welcome 10 regional branches to join in the festivities, further strengthening the sense of unity and community that Meals on Wheels SA fosters. Our 70th garnered media attention, with a feature in The Advertiser, and a special interview with our CEO, Sharyn Broer, on FiveAA, where she highlighted the organisation's impact, its rich history, and the road ahead.

As we reflect on the past 70 years, we are proud of how far Meals on Wheels SA has come. From its humble beginnings as a small community initiative, we have grown into a statewide service delivering more than 57 million meals to those in need. The heart of our work has always been our volunteers, our partners, and the incredible communities we serve.

Looking forward, we remain dedicated to our vision: well-nourished people thriving within their communities. The support of our volunteers, sponsors, and the community will continue to drive us forward as we begin the next chapter of our journey.

Here's to 70 years of service, and to the many more to come. Thank you to everyone who has been a part of this remarkable journey. Together, we will continue to serve, nourish, and make a difference in the lives of South Australians for years to come.



Special Visits

Celebrating 40 Years of Partnership with Meals on Wheels Japan

In 2024, Meals on Wheels SA proudly celebrated the 40th anniversary of our enduring relationship with Meals on Wheels Japan – a partnership that began in the 1980s when our service model was used to help establish the first Meals on Wheels programs in Japan.

To mark this milestone, representatives from MoWSA – Julie Bonnici, Mark Kearns, Stuart Merrylees and Sharyn Broer – travelled to Japan for a week of learning, collaboration, and cultural exchange. The visit provided a valuable opportunity to strengthen ties with our Japanese colleagues, share our social impact research, and promote the “more than a meal” benefits of the Meals on Wheels model.

Our delegation met with representatives from Japan’s federal and local governments, whose responsibilities span aged care, social welfare, food security, and social inclusion. Through meetings, a round table forum, and a joint webcast symposium, we supported Meals on Wheels Japan in advocating for greater government investment in their programs. Importantly, we also signed a new Friendship Agreement, extending our Memorandum of Understanding signed in 2004 and reaffirming our commitment to mutual support and collaboration.

Site visits to three different Meals on Wheels services – in Setagaya City and Sendai – gave us the chance to observe, participate, and share ideas with local volunteers. While the dishes, packaging, and facilities reflected Japanese culture, we were struck by the many similarities in delivery, preparation, and the shared sense of purpose that underpins our work. With many Japanese services operating solely on volunteer effort and without government funding, discussions also focused on the universal challenges of volunteer recruitment and retention in ageing societies.

The Australian Embassy in Tokyo and the Australia-Japan Foundation, both instrumental in forming the original connection, welcomed our delegation. A highlight was meeting Adelaide-raised chef and AJF Board member Adam Liaw, who reinforced the importance of this cross-cultural partnership.

This anniversary was more than a celebration of history – it was a forward-looking exchange that explored the challenges and opportunities facing both countries. Together, we continue to build on the legacy of 40 years of collaboration, ensuring Meals on Wheels remains a vital support for older people and their communities well into the future.



Branch Upgrades

Future Ready Branches

Ensuring our branches are fit-for-purpose is central to Meals on Wheels SA's long-term strategy. Our facilities must not only support the smooth running of today's operations but also be prepared to meet the needs of the next generation of South Australians who will rely on our service. Each upgrade is an investment in our future, ensuring that we can continue to deliver meals safely, reliably, and with the warmth of human connection that defines our work.

In 2024–25, two key metropolitan branches, Warradale and Port Adelaide, underwent significant upgrades. These projects have strengthened operational capacity, improved workflow, and enhanced the experience for volunteers, creating environments that are better equipped to deliver high-quality service now and in the future. Importantly, these improvements were achieved while maintaining continuity of service for our customers, a testament to the resilience and commitment of our branch teams.

The upgrades included modernised kitchen facilities with improved layouts to support efficiency and food safety, refreshed amenities for volunteers and staff, and better spaces for collaboration and training. Each design decision was made with an eye to the future, ensuring compliance with current standards while anticipating growth in demand, the adoption of new technologies, and the evolving expectations of both customers and volunteers

At Warradale, renovations completed in late 2024 marked a new chapter for the branch, with a modernised kitchen and volunteer amenities that make day-to-day operations smoother and more enjoyable. Port Adelaide followed in 2025 with major works that revitalised kitchen and facilities areas, while further improvements to office and external spaces are scheduled for the year ahead. Both projects were carefully staged to avoid disruption, so that meals continued to reach customers without interruption.

These enhancements reflect Meals on Wheels SA's commitment to building a branch network that is ready for the challenges and opportunities of the future. By creating welcoming, functional, and flexible spaces, we are investing in the wellbeing of our volunteers, the strength of our operations, and the satisfaction of our customers. A fit-for-purpose branch network means we can continue to meet increasing demand, attract and retain the next generation of volunteers, and ensure every South Australian who relies on our meals receives the care, connection, and nourishment they deserve.



Awards and Recognition

Celebrating Recognition: A Year of Intergenerational Excellence

We are proud to share two exciting achievements that highlight the impact and growing recognition of our intergenerational work at Meals on Wheels SA.

Our Play 2 Grow Playgroup, in collaboration with St John the Baptist Catholic School, received an Honourable Mention for Excellence in Intergenerational Play and Practice at the 2025 Playgroup SA Awards. This award celebrates the positive impact of bringing young children and older adults together in a warm, engaging environment. Held every Friday morning during school term, Play 2 Grow has become a cherished part of the local community, offering activities like stories, crafts, puzzles, and songs for children under 5 and their carers. Since Term 2 of 2024, Meals on Wheels SA has supported the transformation of Play 2 Grow into an intergenerational playgroup as part of our broader Intergenerational Playgroup Project. Our volunteers and recruited “older friends” now play an active role in helping run sessions and build strong bonds with the children. Each week, we also contribute a new book and activity to enhance learning, creativity, and connection.

In addition to this recognition, Meals on Wheels SA was also proud to be named a finalist in the SkyCity Adelaide Community Group Award at the 2025 South Australian Community Achievement Awards - our second consecutive year of nomination. This honour acknowledges our wider intergenerational initiatives across the state, which bring together older adults and young people through structured activities like arts, storytelling, and cooking. With 268 active participants - including 88 older friends and 180 students - our programs continue to grow, reducing social isolation and promoting empathy across generations. Delivered in partnership with schools and community centres, and led by trained volunteers, these programs are designed to bridge generational divides, challenge ageist stereotypes, and build mutual respect.

While we didn't take home the award, being named finalists and receiving recognition reaffirms the value of our intergenerational work and the power of connection through shared experience.

We remain deeply committed to nurturing these vital relationships - one song, one story, one shared moment at a time - as we continue building a stronger, more connected South Australian community.



Branch Service Milestones

July 2024 - 30 June 2025 (Years)



Pt Adelaide Osborne
Norwood



Edwardstown



Gawler
Port Pirie
Renmark
Salisbury



Clare
Jamestown
Murray Bridge



Aldinga
Kapunda Eudunda
Mannum
Modbury
Mount Barker
Peterborough
Tumby Bay



Tailem Bend



Wudinna



Stansbury
Warradale



Millicent

Meal Delivery Milestones

July 2024 - 30 June 2025 (Since Inception)



Mount Gambier



Naracoorte

Service Awards

The following Awardee list is in alphabetical order by Branch.

The Awardee list is for the 2024 calendar year.

70 YEARS

Rotary Club of Port Adelaide PT ADELAIDE OSBORNE

60 YEARS

Rotary Club of Renmark RENMARK

50 YEARS

Judith Liersch BAROSSA VALLEY
 Kay Wickes CHRISTIES BEACH
 Barbara Noack GILBERT VALLEY
 Rotary Club of Glenelg GLENELG

45 YEARS

Julie Gibson CLARE
 Joan Bavington COPPER TRIANGLE
 Kay Koerber COPPER TRIANGLE
 Janet Thomas JAMESTOWN
 Gaynor Blake LAURA & DISTRICTS
 Ruth Combe LAURA & DISTRICTS
 Maureen Schmidt LAURA & DISTRICTS
 Valma Thomson LAURA & DISTRICTS
 Glendolyn Jarvis McLAREN VALE
 Chris Wright MEADOWS
 Carmel Harvey PETERBOROUGH
 Rotary Club Of West Lakes PT ADELAIDE OSBORNE
 Coralie Bowley PORT BROUGHTON
 Maureen Ireland PORT BROUGHTON

40 YEARS

Gwen Jones BOOLEROO CENTRE
 Janny Clothier CRYSTAL BROOK
 Gerrie Taylor CRYSTAL BROOK
 Betty Wilson CRYSTAL BROOK
 Georgie Mould GILBERT VALLEY
 Barbara Kane HAPPY VALLEY
 Kathleen Cummings JAMESTOWN
 Barbara Page LAURA & DISTRICTS
 Rhonda Pech LAURA & DISTRICTS
 Lesley March MEADOWS
 Ella Childs MOUNT GAMBIER
 Lyn Vanderley MOUNT GAMBIER
 Joan Kester NARACOORTE
 Helen Stone SALISBURY
 Libby Doube STRATHALBYN
 Beryl Loffler WAIKERIE

35 YEARS

Angela Bockmann
 Heather Kelly
 Jill Hawkes
 Heather Heatley
 Terry Day
 Maria Shanks
 Lorna Langston
 Jadwiga Bihun
 Natalie Mansfield
 Lorraine Goss

BAROSSA VALLEY
 BRIGHTON
 GLENELG
 HAPPY VALLEY
 McLAREN VALE
 MILLICENT
 PORT PIRIE
 SALISBURY
 STIRLING
 TWO WELLS

30 YEARS

Kate Manders
 Margot Walsh
 Kaye Souter
 Bev Strangways
 Jan Hansen
 Ludi Mihaljevic
 Audrey Govan
 Dean Govan
 Graham Schuster
 Beverley Jackson
 Maureen Tremellen
 Daphne Crossman
 Janine Higgins
 Meredith Sargent
 Ann McBain
 Dianne Oakley
 Dora Eisen
 Joy Morris
 Anita De Kam
 Lee-Ann Slattery
 Sandra Gutsche
 Kaye Thompson
 Ruth Cobby
 Lee Anne Strawbridge
 Jan Pfeiffer

ALDINGA
 BAROSSA VALLEY
 BRIGHTON
 BRIGHTON
 CAMPBELLTOWN
 CUMMINS
 EDWARDSTOWN
 EDWARDSTOWN
 GOOLWA & DISTRICTS
 HAPPY VALLEY
 HAPPY VALLEY
 LAURA & DISTRICTS
 LAURA & DISTRICTS
 LAURA & DISTRICTS
 McLAREN VALE
 McLAREN VALE
 MURRAY BRIDGE
 MURRAY BRIDGE
 NORWOOD
 QUORN
 S.Y.PENINSULA
 S.Y.PENINSULA
 SALISBURY
 SNOWTOWN
 STRATHALBYN

25 YEARS

Maxine Hicks
 Monica Smith
 Joan Appleby
 Trish Gransbury
 Annabel Hill Smith
 Elaine Crowhurst
 Jasmine Martin
 Christine Edwards
 Barbara Seamer
 Glenda Swavley
 Lyndall Bussenschutt
 Bev Kakoschke
 Jenny Williams
 Helen Greig
 Elizabeth Smart
 Gladys Hall
 Carolyn Martin
 Marja Nagel

ARDROSSAN
 ARDROSSAN
 BALAKLAVA
 BAROSSA VALLEY
 BAROSSA VALLEY
 BERRI
 BOOLEROO CENTRE
 BRIGHTON
 CHRISTIES BEACH
 CLARE
 COPPER TRIANGLE
 COPPER TRIANGLE
 COWELL
 CRYSTAL BROOK
 CRYSTAL BROOK
 CUMMINS
 CUMMINS
 CUMMINS

Yvonne Freeman	EDWARDSTOWN	Wendy Cox	BALAKLAVA
Jill Rowe	EDWARDSTOWN	Anneke Jeffriess	BALAKLAVA
Debra Ralph	GAWLER	Helen Langeluddecke	BALAKLAVA
Roseann Gill	HAPPY VALLEY	Audrey Kelly	BOOLEROO CENTRE
Angie McCallum	HAPPY VALLEY	Libby Cumpston	BRIGHTON
Margaret Carrick	HENLEY & GRANGE	Christine Mayes	BRIGHTON
Dianne Miller	JAMESTOWN	Bruce Risby	BRIGHTON
Ellen Mudge	JAMESTOWN	Susan Robinson	BURNSIDE
Kelly Deer	LAURA & DISTRICTS	Robert Wray	CAMPBELLTOWN
Wes Deer	LAURA & DISTRICTS	Kym Agnew	COPPER TRIANGLE
Barbie Brown	MAITLAND	Vivienne Lunsmann	COPPER TRIANGLE
Rilda Bruhn	MAITLAND	Jan Paull	COPPER TRIANGLE
Jean Cross	MAITLAND	Rosemary Pridham	COPPER TRIANGLE
Faye Davey	MAITLAND	Nick Spry	COPPER TRIANGLE
Kaye Francis	MAITLAND	Maxine Ramsey	COWELL
Judy Gerschwitz	MAITLAND	Josie Hammond	CUMMINS
Jean Greenslade	MAITLAND	Maria Humphreys	EDWARDSTOWN
Sharon Honner	MAITLAND	Pat Milde	GILBERT VALLEY
Gill Jarrett	MAITLAND	Gary Outridge	GLENELG
Bev Kinnane	MAITLAND	Gillian Martin	HALLETT COVE
Debbie Lodge	MAITLAND	Richard Collett	HAPPY VALLEY
Joan Morris	MAITLAND	Terence Meekins	HAPPY VALLEY
Patricia Nixon	MAITLAND	Lyn Martini	HENLEY & GRANGE
Nancy Rawlings	MAITLAND	Helen Shean	HENLEY & GRANGE
Alicea Reimann	MAITLAND	Elaine Tonellato	HENLEY & GRANGE
Lesley Rowe	MAITLAND	Jane Redden	JAMESTOWN
Marilyn Stock	MAITLAND	Judith Johnson	KAPUNDA EUDUNDA
Monica Turner	MAITLAND	Jan Crawford	LAURA & DISTRICTS
Margaret Wuttke	MAITLAND	Delma Noonan	LAURA & DISTRICTS
Patricia Chambers	MILLICENT	Sally Pavy	McLAREN VALE
Laurene Hann	MILLICENT	Marlene McRostie	MILLICENT
Ruth Low	MILLICENT	Beverly Litster	MINLATON
Pamela Packer	MILLICENT	Alison Fitzpatrick	MITCHAM
Rosslyn Varcoe	MILLICENT	Rosemarie Everton	MODBURY
Pamela Wakelin	MILLICENT	Kevin McBride	MODBURY
D'arcy Button	MINLATON	Lynette Andrewartha	MOUNT BARKER
Bronwen Klose	ONKAPARINGA VALLEY	Susan Hinton	MOUNT GAMBIER
Bronwyn Stopford	ONKAPARINGA VALLEY	Margaret Mullan	MOUNT GAMBIER
Pamela Fidock	PT ADELAIDE OSBORNE	Karen Norman	MOUNT GAMBIER
Helen Thornton	PORT BROUGHTON	Rhonda Strickland	MOUNT GAMBIER
Doreen Blewit	PORT LINCOLN	Lorraine Buttle	MURRAY BRIDGE
Pam Cook	PROSPECT	Necia Schapel	MURRAY BRIDGE
Jillian Schultz	STRATHALBYN	Allen Wegener	MURRAY BRIDGE
Marlene Poole	TUMBY BAY	Elizabeth Dolling	PORT BROUGHTON
Rosemary O'Neill	WEST TORRENS	Helen Hughes	PORT BROUGHTON
Beverley Bowyer	YANKALILLA	Wilma Ward	PORT LINCOLN
Christopher Lewis	YANKALILLA	Karen Whillas	PORT LINCOLN
		Kay Lowe	PORT PIRIE
		Rosalie Palumbo	PORT PIRIE
		Fiona Winkley	PROSPECT
	ARDROSSAN	Jan Jarvis	QUORN
	ARDROSSAN	Rod Jarvis	QUORN
	ARDROSSAN	Diane Miller	SALISBURY
	BALAKLAVA	Clinton Roberts	STANSBURY
	BAROSSA VALLEY	Janet Thompson	STANSBURY
	BAROSSA VALLEY	Imelda Nicol	STIRLING
	BAROSSA VALLEY	Lesley Richards	STIRLING
	BAROSSA VALLEY	Joanne Higgins	TUMBY BAY

20 YEARS

Lynden Burman
Patricia Burman
Helen Qualmann
Dianne Spence
Vicki Manning
Angela Mousamas
Arthur Mousamas
Leonie Williams

ARDROSSAN
ARDROSSAN
ARDROSSAN
BALAKLAVA
BAROSSA VALLEY
BAROSSA VALLEY
BAROSSA VALLEY
BAROSSA VALLEY

Jan Jarvis
Rod Jarvis
Diane Miller
Clinton Roberts
Janet Thompson
Imelda Nicol
Lesley Richards
Joanne Higgins

QUORN
QUORN
SALISBURY
STANSBURY
STANSBURY
STIRLING
STIRLING
TUMBY BAY

Lyn Kearvell	STRATHALBYN
Janet Payne	STRATHALBYN
Cheryl Richardson	STRATHALBYN
Malcolm Twartz	STRATHALBYN
Amanda Kelsh	STREAKY BAY
Thomas Lee	STREAKY BAY
Kerry Lawrie	TUMBY BAY
Rosalie Lawrie	TUMBY BAY
Brenda Bartel	WAIKERIE
Kerry Bovell	WAIKERIE
Allan Russell	WAIKERIE
Loraine Schober	WAIKERIE
Carmel Wuttke	WAIKERIE
Desmond Benson	WEST TORRENS
Jillian Benson	WEST TORRENS
Alfred Honsch	WEST TORRENS
Marilyn Murray	WHYALLA
Malcolm Roberts	WHYALLA

“

“Great service for people on their own. A good, nutritious meal, hot and ready to eat. The friendly volunteers help to brighten the day.”

Customer

”

Volunteer Recognition



Kintore Ward
Active Citizen of the Year Award
Dianne Roach
Beachport Meals on Wheels



Boothby Volunteer Service Award
Anneke Jeffriess
Blackwood Meals on Wheels



City of Burnside
Citizen of the Year
Diana Croft
Burnside Meals on Wheels



City of Burnside
Citizen of the Year
Susan Perks
Burnside Meals on Wheels



Annual Southern Suburbs
Volunteer Service Award
Kay Wickes
Christies Beach Meals on Wheels



Corcoran Ward
Citizen of the Year Award
Wendy Thomson
Millicent Meals on Wheels



Mount Barker District Council
Citizen of the Year
Margaret Vincent
Mount Barker Meals on Wheels



District Council of Tumby Bay
Senior Citizen of the Year Award
Marlene Poole
Tumby Bay Meals on Wheels



District Council of Yankalilla
Mayor's Award
Louise Allstrom
Yankalilla Meals on Wheels



Board Members and Committees

President/Chair

Kevin Reid

FCA GAICD

Kevin is an experienced director, mentor and consultant. He is a Fellow of the Institute of Chartered Accountants in Australia and New Zealand and a Graduate of the AICD Company Directors Course. He is a former partner of financial services firms PwC and BDO. As a director, he has experience with ASX-listed companies. He has a passion for the for-purpose sector, and is a board member of Can:Do Group, deputy chair of Meals on Wheels Australia, and a board member of Rural Business Support and Rembrandt Living. He has experience in the aged care sector as a former board member of ACH Group and a director of the Maggie Beer Foundation. He is Chair of the Governance, Nominations and Remuneration Committee and a member of the Finance, Audit and Risk Management Committee.

Vice President Finances

Alison Perrott

B. Bus CFP® GAICD MSIAA

Alison has dedicated over 30 years to the for-purpose sector providing treasury management, asset allocation and investment advice to not-for-profit, aged care and religious organisations. She is a financial markets professional, fixed income specialist and highly qualified portfolio adviser. She has been an integral part of the establishment of 4 extremely successful wealth advisory businesses in that time. She currently works nationally with specialist advisers to tailor investment solutions for wholesale clients and broadening philanthropy at Ord Minnett. 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 desired outcomes for those organisations and their stakeholders. She is the Chair of the Finance, Audit and Risk Management Committee.

Vice President Services

Heather Richardson

Term Ended October 2024

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 was a member of the Board's Finance, Audit and Risk Management Committee, and Chair of the Branch Operations and Services Advisory Committee. Heather was formerly a MoWSA delegate to the Meals on Wheels Australia Inc Board.

Vice President Services

Eleanor Wolf

Branch Representative Term Ended October 2024
Appointed Vice President Services October 2024

Eleanor is currently Secretary of the Peterborough Branch of Meals on Wheels SA and is a member of the Governance, Nominations and Remuneration Committee and the Branch Operations and Services Advisory Committee. She is a retired public servant who for over 20 years worked in executive-level positions across a number of Australian Government departments such as the Department of Defence, National Archives of Australia, Department of the Environment, Department of Climate Change and Energy Efficiency, and the Australia Taxation Office. Eleanor worked predominantly in policy development, internal audit, greenhouse and energy audit, risk management and compliance roles. Prior to joining the Australian Public Service, Eleanor served for 20 years as an Intelligence Officer in the Australian Regular Army, both in Australia and overseas.

Elected Members

Richard Hearn AM

GAICD, MBA, MSc, BASW, Dip. T.

Richard is currently a member of the MOWSA Board and serves on the Finance, Audit, and Risk Management Committee. He is also on the Board of the Riverland Mallee Coorong Local Health Network and serves as Chair of the RMCLHN Aged Care and Disability Governance Committee. Additionally, Richard is a member of the St John Ambulance Community Care Committee. He has volunteered with Fred's Van, a Vinnies SA food service for marginalised and homeless individuals, for over 30 years. With extensive experience in aged care services, Richard began his career at Resthaven Inc in 1986 and served as CEO for 27 years, until May 2020. His career has demonstrated a strong commitment to working with like-minded individuals to deliver quality aged care services, while recognising the valuable contributions of older individuals to the broader community. Richard's experience in the not-for-profit sector includes serving on various boards, such as Aged and Community Services SA/NT, Aged and Community Services Australia, RDNS SA, Advanced Community Care Association, SA Innovation Hub, and the CRE Frailty and Healthy Ageing Advisory Committee. He has also been a member of the Uniting Care Australia Aged Care Network and the Frontier Services Transition Board. More recently, he served as Independent Chair of the Medical Management Appointment Panels with CALHN.

Dr Natalie Luscombe-Marsh

B.Science, PhD in Nutrition and Disease

Natalie is a respected researcher with over 20 years of experience in the fields of nutrition and chronic non-communicable disease. She is passionate about applying the latest scientific evidence to improve the nutrition of all Australians, particularly those who are most at risk including frail, older adults, and those with chronic conditions. Natalie's current position is the Research and Program Development Manager at Diabetes SA where she is responsible for building the scientific evidence base for the prevention, early detection and management of all types of diabetes. To the Board of MoWSA, Natalie brings strong expertise in research and clinical governance, strategic planning, and project management. She also has insight into policy development; her research has informed changes in clinical practice guidelines, particularly for the management of type 2 diabetes and body weight in both younger and older adults. Natalie served as a co-opted member for four years before being elected to the Board at the 2023 AGM. Natalie served as Chair of the Stakeholder Engagement Committee from June 2023 to June 2024, having been a member since February 2020.



Co-opted Members

Tamsyn Alley

BA, MBA, GAICD

Tamsyn is an accomplished executive and chief executive with over 25 years' experience across private, public and government sectors nationally and internationally. Tamsyn holds a Bachelor of Arts, a Graduate Diploma in Management and a Masters in Business Administration. She is a Graduate of the Australian Institute of Company Directors (GAICD) and has experience with ASX listed, government, not-for-profit and member association boards. Having held executive roles in high profile organisations and worked with some of the country's leading brands, Tamsyn is skilled in formulating and implementing strategy and maximising the future value and operational efficiency of companies operating in competitive national and international markets. Her experience spans multiple sectors including lifestyle, property, retail, well-being, and specialised health services. Tamsyn is the Chief Executive Officer of Benson Radiology in South Australia and currently sits on the Board of Directors of the disability services and accommodation provider DLi, as well as the Australian Diagnostic Imaging Association.

Jim Liu

BBus, MBA, MAICD

Appointed May 2025

Jim is an experienced and results-driven senior executive with over 30 years' experience in a diverse range of industries covering manufacturing, logistics, retail, wholesaling, and disability. Jim held various senior finance and accounting roles before moving into General Management with experience leading sales and business development, operations management, business strategy, and business transformation. Jim's key strengths include developing positive leadership, process improvement, and building strong, success-driven relationships with stakeholders.

Jim holds several qualifications including an Associate Diploma in Accounting, Bachelor of Business and an MBA. He is a member of AICD and previously associate member of CPA Australia.

Passionate and committed to the community sectors that deliver meaningful social purpose, Jim is currently the Chief Executive of Orana Australia and has also been a volunteer mentor with the UniSA mentor program for the last 12 years.

Jim Liu sadly passed away unexpectedly in August 2025, and the Board wishes to acknowledge and sincerely thank him for his valued contributions during his time with Meals on Wheels.

Justina Gardiner

GAICD, MBA, MFA, FAMI CPM

Appointed December 2025

Justina is an accomplished executive leader with over 20 years of local and international experience across diverse sectors, including professional services, education, FMCG, luxury goods, retail, B2B distribution, and manufacturing.

A Graduate of the Australian Institute of Company Directors (GAICD) with an Order of Merit, Justina brings expertise in strategy, brand growth, marketing, general management, and organisational transformation. Her career spans ASX, private, and greenfield industries, with roles including General Manager Corporate Services, Head of Marketing & Sales, and Marketing Director North America. Justina is currently the Head of Marketing & Communications at Silentium Defence and Director of LightSpeed Consulting.

Justina contributes diversity of thinking, contemporary experience and strategic insight to the boards she serves on. Justina also serves as a Non-Executive Director for Brink Productions, Committee Member for Young Impact100 SA, and Chair of the Meals on Wheels Australia 2026 National Conference Steering Committee.

Co-opted Members

Ellie Hamilton

MBA
Resigned October 2024

Ellie has worked in Australia's Defence Industry for more than 17 years in a number of executive governance, program management, strategy, and business development roles. Prior to this Ellie worked in the not-for-profit sector. She continues to be involved in the community in a volunteer capacity, and particularly in 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.

Neil Jones

B.A., Dip. Cont. Ed.
Resigned January 2025

Neil is a retired organisational psychologist with over 40 years' experience working with Boards and Management Teams in organisational change environments. His customers have included a number of ASX listed companies, as well as a range of not-for-profit organisations. With Meals on Wheels SA Neil was a Board Member as well as a member of the Stakeholder Engagement Committee and Branch Operations and Services Advisory Committee. Neil is also a volunteer driver/deliverer for MoWSA at the Mitcham Branch.

Branch Representatives

Port Broughton

Philip Steer

Appointed February 2025

As Chairperson of the Port Broughton branch and a member of the BOS Advisory Committee, Phil brings extensive experience, leadership, and dedication to our organisation. His commitment to Meals on Wheels reflects a broader lifetime of service to community.

Beyond his work with Meals on Wheels, Phil devotes his time to a wide range of volunteer roles. He is an operative ambulance volunteer with SA Ambulance in Port Broughton, an active firefighter with the Country Fire Service (CFS), and a volunteer with the State Emergency Service (SES). He also serves as Public Officer for the Port Broughton RSL.

Phil's community involvement extends further, with past leadership as President of the Agricultural Bureau SA's Mount Barker Branch, and active memberships with the Rolls Royce Car Club SA and the Sporting Car Club SA.

In his professional life, Phil was Director of Summit Air-Conditioning Pty Ltd from 2000 to 2010, following an earlier career as a Technician with PMG/Telecom Australia from 1967 to 1991. He also served with distinction in the Army Reserve from 1968 to 1984, achieving the rank of Sergeant in the Military Police.

With a lifetime of experience and a deep commitment to giving back, Phil continues to make a meaningful impact in every community he serves.

Edwardstown

Jane Good

Appointed July 2024

Jane has been a Meals on Wheels volunteer for 20 years and is currently Chair of Edwardstown Meals on Wheels branch. She is an active deliverer and office volunteer at the branch and is also involved in database training of new office volunteers at Edwardstown. Jane had early employment in banking and then enjoyed a forty year career in primary school education, undertaking a postgraduate course in Information Studies in 2001 to add librarianship to her skills and knowledge.



Board and Committee Meetings Held

H = Number of meetings held during the time the Member 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 & Remuneration		Branch Operations & Services	
		H	A	H	A	H	A	H	A
Kevin Reid	President	9	9	6	6	4	4		
Alison Perrott	Vice President Finance	9	5	6	6	4	3		
Heather Richardson *	Vice President Services	4	4	2	2	1	1	2	2
Eleanor Wolf #	Vice President Services	5	5			4	4	4	4
Richard Hearn	Elected Member	9	7	6	6				
Natalie Luscombe-Marsh	Elected Member	9	9						
Eleanor Wolf *	Branch Representative	4	4					2	2
Philip Steer %	Branch Representative	4	4					4	3
Jane Good ^	Branch Representative	9	6						
Neil Jones +	Co-opted Member	5	4					4	3
Ellie Hamilton \$	Co-opted Member	3	1						
Tamsyn Alley	Co-opted Member	9	9						
Justina Gardiner }	Co-opted Member	5	5						
Jim Liu !	Co-opted Member	1	1	1	1				

* Term concluded at associations AGM Oct 2024

Term commenced at associations AGM Oct 2024

! Term commenced May 2025

\$ Resigned Oct 2024

+ Resigned Jan 2025

^ Term commenced July 2024

% Term commenced Feb 2025

} Term commenced Dec 2024

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: Susan Mitchell, Janet Williams, Colin Trenouth, Cheryl Gray, Jim Giles, Marg McKenzie, Chris Jeffries, Craig Harris, Fiona Winkley, Sally Lee, Giulio Russo, Allan Lipschinski, Hugh Kerr-Grant and Merryl Kerr-Grant.



Meals on Wheels extends heartfelt thanks to the organisations and individuals whose generous donations and support have sustained us throughout the year.

A special thank you to our dedicated volunteers for their invaluable contributions in the kitchen, on deliveries, in the office, and through our social support and new initiatives. Your generosity and hard work are deeply appreciated.

Meals on Wheels (SA) Inc.
ABN 76 069 457 196
ARBN 667 048 464, incorporated in South Australia, members liability limited

80 - 84 Sir Donald Bradman Drive, Hilton SA 5033 | PO Box 406, Unley SA 5061

P 8271 8700 | F 8490 2309 | E info@mealsonwheelssa.org.au | mealsonwheelssa.org.au

September 2025