

10.13.Crows Nest Community Centre Joint Strategic Plan Review 2021-22

AUTHOR: Rebecca Aukim, Director Community & Library Services

ATTACHMENTS:

1. Joint Strategic Plan Review - Crows Nest Community Centre 2021-22 [**10.13.1** - 23 pages]
2. Crows Nest Centre Annual Report - 2021-22 [**10.13.2** - 52 pages]

PURPOSE:

To present to Council the 2021/22 review of Council's Joint Strategic Plan with Crows Nest Community Centre.

EXECUTIVE SUMMARY:

Crows Nest Community Centre's vision is for 'a connected community' with a focus on providing services for older people, people with a disability, parents and children, migrants, and people who are homeless or at risk.

In 2022 the Centre celebrated 50 years of service and has from its inception worked in partnership with Council. The Centre provides vital services to the local community, offering a wide range of in-home services such as Meals on Wheels, a linen service, assisted shopping, transport, home visiting, and centre-based services such as a community restaurant, healthy ageing, special events, social, and recreational activities.

Whilst Covid has been a major challenge for the Centre, on the horizon are several other challenges that will greatly impact the Centre such as the Federal Government's major aged care reform which will likely result in the Centre receiving less income for their aged care services, and an increase in regulatory requirements. The redevelopment of the Holtermann Street Carpark as well as a proposed local development (82-90 Alexander St) will reduce the Centre's venue hire over 18-24 months.

The Centre has extended an invitation for one to two Councillors to join the Board.

FINANCIAL IMPLICATIONS:

The Covid lockdown in the first 4 months of the 2021/22 financial year greatly impacted the Centre and has led to a deficit of \$74,568 for 2021/22. A further deficit of \$100,000 is forecast for 2022/23. Currently, the Centre has total equity of \$1,037,604.

RECOMMENDATION:

1.THAT the 2021/22 review of the Crows Nest Community Centre’s Joint Strategic Plan is received.

2.THAT Council considers the invitation from the Crows Nest Centre Board to nominate one or two Councillors for the Board.

LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

4. Our Social Vitality

4.1 North Sydney is connected, inclusive, healthy and safe

4.2 A centre for creativity and learning

BACKGROUND

The Crows Nest Centre (CNC) is Council's principal means of delivering services to older people, people with a disability, migrants, parents and people who are homeless or at risk. It is a not-for-profit organisation and registered charity. The governance and strategic direction of the organisation is delivered by a Volunteer Board with operational matters delivered by the Centre's director, staff and volunteers.

CNC carries out its programs under funding agreements with both the State and Federal Government, and through a Joint Strategic Plan with North Sydney Council. The funding the Centre receives recognises the role of volunteers at CNC, with the centre being more volunteer-dependent than any other community centre in North Sydney. CNC services are made possible due to its 200+ volunteers. While CNC is the main tenant, the Centre shares the building with other community groups e.g. Community Transport, Studio A, Crows Nest Family and Childrens Health Centre (a joint venture between Council and NSW Health).

CONSULTATION REQUIREMENTS

Community engagement is not required.

DETAIL

The Crows Nest Community Centre's review of the Joint Strategic Plan and Annual Report are attached and provide an update on activities over the year.

2021/22 Highlights

- Despite the closure of the Centre July – October 2021 and again in January and February 2022, the Centre still provided 4,750 hours of social support services to older people. Services included assisted shopping, transport, and matching clients with volunteers for friendly home visits;
- Meals on Wheels continued to operate during the Covid lockdowns, with 145 people receiving 14,000 delivered community restaurant meals. Approximately 45 people volunteered for Meals on Wheels in 2021/22;
- The relaunch of D-Caf, a dementia café for people with dementia, their carers and family members. This is a partnership between the Centre and local Rotary Clubs;

- Friday lunches – a weekly event where people can share a hot meal and catch up with friends;
- ‘Reach Your Potential’ Employability Workshops for skilled migrants: supported by Council, the workshops focus on crafting a resume, writing a career story, presentation technique, and interview skills. The participants are offered one-on-one coaching from volunteers. 67% of participants obtained employment within two months of the completion of the course;
- Linen service was able to be maintained in some capacity during the Covid lockdown. This service provides fresh sheets, pillowcases and towels, with volunteers making up the beds. The service is for frail older people as well as some younger people with a disability;
- Bus outings included a Northern Beaches tour with lunch, and a visit to the heritage-listed Audley Dance Hall and Café which overlooks Audley and the Hacking River;
- Ageing Well sessions;
- Migrant Services - funding from the former Member for North Sydney concluded at 2020/21. However, the Centre continued to run the program, drawing on the experience and skills of a dedicated group of volunteers. Services include a monthly Persian morning tea, Japanese and Spanish speaking mothers’ groups, English conversation, homework help, and monthly Bollywood music;
- ‘What’s in the news’ regular discussion group;
- Health ageing classes;
- Social activities such as indoor bowls, knit ‘n’ natter, trivia, and bingo;
- The Chinese Seniors group which engages and connects older Cantonese and Mandarin speaking people living in North Sydney and surrounding areas;
- A Mexican Fiesta as part of the 2022 Seniors Festival; and
- The reopening of Computer Club, with a particular focus on portable technologies

Community Engagement

The Centre provides a community shower for people sleeping rough, and those sleeping in cars, in low-cost accommodation, or couch surfing. A hot meal is also offered. Staff are available to provide housing advice, information, and referral to other services.

The Centre is a founding member of the Crows Nest Safe Village Project which is a partnership between local councils, community organisations, churches and inter-agencies. The aim of the project is to identify, respond to, and reduce domestic violence in the community.

Crows Nest Safe Village facilitated access to 20 local hairdressers and beauticians to attend an online domestic violence training course.

The Centre hosted two very well attended ‘In-Conversation’ events with award-winning journalist Jess Hill who discussed coercive control.

My Aged Care

My Aged Care is an Australian government initiative which allows older people to find and access aged care services

The Centre receives referrals from My Aged Care clients, mostly for in-home support: assisted shopping/transport, home-delivered meals, linen service, and home visits.

Once a year a Community Support and Food Services team member from the Centre visits each client to discuss their needs and how best to support them in their independence, health and wellbeing.

Appendix 1

Crows Nest Centre

Review of the Joint Strategic Plan 2021-22

MANAGEMENT OBJECTIVES	Complies
<ul style="list-style-type: none"> • To manage the centre for community use in accordance with the overall objectives of the Delivery Program and associated documents <p>The Crows Nest Centre addresses Direction 4 – Our Social Vitality in <i>North Sydney Council’s Delivery Program 2018/19- 2021/22</i> and is “proud to be a valued hub.” Consistent with Direction 4, the Crows Nest Centre:</p> <ul style="list-style-type: none"> ○ provides and facilitates in-home and centre based programs and services to enhance the quality of life of individuals; reduce social isolation; and sustain community wellbeing; ○ promotes lifelong learning, encourages people to come together with others, creating a sense of belonging; ○ values and celebrates culture and diversity; ○ enables vulnerable individuals to actively participate in community life; ○ is a place where people feel safe; ○ promotes healthy ageing and supports ageing in place; ○ celebrates special events that add vibrancy and colour to peoples’ lives; ○ supports creative ageing; and ○ recognises local history and heritage, promotes and celebrates this, including our Aboriginal heritage. <hr style="border: 2px solid orange;"/> <p>Community is connected – Social connection is at the heart of the Crows Nest Centre’s work with older people, people with a disability, migrants, parents and people who are homeless or at risk. For many years our logo has incorporated the tagline: “Connecting our community”. Building on this sentiment our current Strategic Directions envision: “A connected community”.</p> <p>Many of our older clients live alone and greatly appreciate the in-home and centre-based services and activities provided by our Centre. This was never more apparent than when our Centre was forced to close as a result of COVID-19 NSW Public Health Orders (effective July to October 2021) and when we closed our doors in response to the emergence of the Omicron variant (January to February 2022). During each of these episodes at the forefront of our minds was the need to act in the best interests of our vulnerable older clientele. Restrictions on travel and movement saw many of our older clients confronted by the reality of little to no contact with their family members and friends, many of whom lived further afield.</p>	<p>✓</p>

Appendix 1

In response our committed staff and dedicated volunteers rose to the challenge by continuing to deliver meals on wheels, supply fresh sheets and towels, assist people with their grocery shopping and make many wellness calls, with a special focus on older people living alone or deemed to be at risk. Given many of our volunteers are also ageing, this was a remarkable result, with members of our local community mobilising for a second and third time, to fill volunteer shortfalls. New volunteers also emerged, some of whom were working from home, experiencing isolation from colleagues, relatives and friends, leading them to seek local community connections. One of these new and younger volunteers has since changed jobs. Highly valuing his volunteering experience, at his job interview he sought approval to continue volunteering with our Centre.

Community is inclusive – The Centre seeks to respond to the needs of vulnerable members in our community and ensure they are included in our service and activity offerings. Since inception older people and people with a disability have always been at the heart of the Crows Nest Centre and are well supported through our in-home and centre-based services and activities. During each of the COVID-19 lockdown periods our Board gave the highest priority to ensuring we met the needs of vulnerable older people (e.g. nourishment through meals on wheels and grocery deliveries, activity packs for those who would ordinarily attend our Centre but were no longer able to do so, and many, many wellness calls to check on mental health and overall well-being).

Cultural inclusion is valued with support given to a range of specific activities: English Conversation, Homework Help, Reach your Potential Employability Workshops for Skilled Migrants, Bollywood Music, Chinese Seniors, Japanese and Spanish Speaking Parent Groups. North Sydney Seniors Festival celebrations in March 2022 included a Mexican Fiesta complete with a mariachi band. Harmony Day celebrations, held in partnership with North Sydney Council and Sydney Multicultural Community Services usually attracts up to 150 people. Sadly, our larger scale multicultural celebrations were cancelled, due to COVID-19. Instead we contributed to a cultural diversity focus group, informing a painting created by Studio A artist, Jaycee Kim, unveiled by Mayor Zöe Baker, during Harmony Week 2022.

People who are homeless or at risk are offered a shower and a hot meal. While new parents are given the chance to meet with others, as they embark on their parenting journey. We joined forces with Relationships Australia and Lower North Shore Domestic Violence Network to host professional presentations by award winning journalist, Jessica Hill. Multicultural parent groups for Spanish speaking and Japanese parents offered both life stage and cultural connections. The Spanish speaking parents Christmas party was a runaway success with face painting, games and music, delicious snacks and gifts from Papa Noel.

Community is active, healthy and safe – Our in-home and centre-based services seek to maximise health and well-being. Healthy ageing classes (three classes of hatha yoga and one class of Feldenkrais each week), social and recreational activities (indoor bowling, knit and natter, bingo and trivia, what's in the news discussion group, movie and bus outings, Friday activities (armchair travel, games and puzzles, gentle exercise, singing for joy and ageing well talks), along with special events (e.g. Chinese New Year, Christmas in July, Melbourne Cup, Diwali, and Seniors Festival celebrations *Fabulous Fifties* in 2021 and a *Mexican Fiesta* in 2022) all form part of the Centre's offerings.

Appendix 1

After a few false starts, primarily due to COVID-19, we finally gave birth to *Your Rotary D-Caf*, a dementia café for people living with dementia and their carers/family members, conceived and delivered in partnership with the Rotary Clubs of Crows Nest, North Sydney, North Sydney Sunrise and Northbridge.

COVIDSafety has remained at the forefront of all of our services and activities. All staff and volunteers working with older people have received three or more COVID vaccinations and every effort has been made to promote mask wearing, physical distancing and hand hygiene.

Many of our volunteers are themselves ageing – active participation in our Centre fosters socialisation. Increasingly, research tells us that maintaining social connections is one of the key determinants of healthy ageing and disease prevention (heart disease, depression and dementia but to name a few). Since 2020 we have seen firsthand the negative impacts of social isolation on our clients and volunteers, during each of the COVID lockdowns. When safe to do so, we have been delighted to throw open our doors and welcome people back to our Centre, maintaining strict COVIDSafe protocols, mindful of the vulnerability of the people we seek to serve.

Community is safe and accessible - Our Centre is wheelchair accessible and in recent years we have installed state of the art audio equipment throughout the Centre. We readily promote the availability of the Telephone Interpreter Service and offer a range of multicultural (e.g. English Conversation, Homework Help, Reach your Potential Employability Workshops for Skilled Migrants) and culturally specific activities (e.g. Bollywood Music, Chinese Seniors, Japanese and Spanish Speaking Parent Groups).

In partnership with the Lower North Shore Domestic Violence Network and the Lower North Shore Child and Family Interagency we hosted two In-Conversation events with award winning author and broadcaster, Jessica Hill, promoting awareness and community understanding about the impact of coercive control, empowerment and locally available support. Jess' book, *See What You Made Me Do: Power, Control and Domestic Violence* and her quarterly essay, *The Reckoning: How #MeToo is Changing Australia* have led to the NSW Government committing to decriminalise coercive control in current and former intimate partner relationships.

Strategy 4.1.1 Increase mobility and accessibility throughout North Sydney

Project 4.1.1.01 Implement the Disability Inclusion Action Plan - The Centre participated in initial consultations, contributing suggestions to underpin Council's *Disability Inclusion Action Plan 2016-2019*. Following adoption by Council we actively sought involvement in specific initiatives as a collaborator with Council and other agencies (e.g. 1. Liveable Communities – Premises ... are barrier free and inclusive of people with disability – Identify which premises, including Council owned community centres, have existing audits of access features and barriers and undertake audits of premises and facilities that have not been previously audited).

In 2017-18 Council commissioned Funktion to conduct an accessibility audit of the Crows Nest Community Centre. Specific improvements were recommended but are yet to be enacted. We remain keen to work with Council on future implementation,

Appendix 1

recognising one of the key findings of the access audit was unsuitability of the lift in the Crows Nest Community Centre. As a result, we have strongly advocated for the inclusion of an external lift to all floors of the Crows Nest Community Centre as part of the undergrounding of the existing carpark and creation of Holtermann Street Park, proposed to take place in 2023-24 and 2024-25.

More recently, we participated in community consultations, to inform Council's *Disability Inclusion Action Plan 2022-2026*.

Project 4.1.1.03 Review the provision of information in community languages

In 2020-21 the Crows Nest Centre launched a new website www.crowsnestcentre.org.au A translation hub for service and activity flyers has been added to the website. Weblinks allow easy access to multilingual versions of the *Charter of Aged Care Rights*.

Strategy 4.1.2 Provide services, facilities and information to meet the needs of North Sydney's diverse communities (including children, young people, older people, residents and workers)

Project 4.1.2.02 and 4.1.2.3 Prepare and Implement the Family and Children Strategy

The Centre participated in initial consultations underpinning Council's *Family and Children Strategy*, endorses the final Strategy and actively seeks to implement specific initiatives in the plan, both as a stand-alone service and as a collaborator with Council and other agencies (e.g. Community Connectedness, Inclusion and Family Support – Continue to support local neighbourhood centres with premises and funds to provide services for families and children; Continue to support local initiatives celebrating and valuing diversity and inclusion). Our Centre hosts Japanese and Spanish Speaking Parent Groups. It is also co-located with one of the Northern Sydney Local Health District's Child and Family Health Services and KidsNest - Crows Nest Occasional Childcare.

Project 4.1.2.12 Provide services and activities to seniors through community centres

2022 sees us celebrating 50 years serving our local community as a not-for-profit charity. Since inception we have always operated under a joint partnership with North Sydney Council. In 1987 we moved to purpose-built premises in the heart of the Crows Nest shopping area. Prior to that we were at the James F. Cahill Community Centre (named after a former alderman), in Falcon Street.

The Crows Nest Centre offers a wide range of in-home (meals on wheels, linen service, assisted shopping and transport, and friendly home visiting) and centre-based activities (community restaurant, healthy ageing, social and recreational activities and special events) for older people. These services and activities enable people to remain living independently in their own homes, as well as offering engagement with others in their local community. Ageing research increasingly acknowledges the importance of socialisation to the maintenance of overall health and well-being. We've witnessed firsthand the downside of isolation following COVID lockdowns, especially for our clients and volunteers who live alone.

Appendix 1

Notably our meals on wheels service was initiated in 1962 by North Sydney Alderman Joan Pilone, Chair of Council's Seniors Citizens Care Committee. Joan subsequently became the female alderman at the Sydney City Council. Today she is acclaimed for her pioneering efforts regarding female representation in Local Government, as well as her advocacy for and on behalf of older people.

Project 4.12.13 and 4.12.14 Review and Implement the Older Persons Plan

The Centre participated in initial consultations reviewing Council's *Older Persons Plan*, commenting on intersections with the Crows Nest Centre, particularly in relation to the *Joint Strategic Plan for the Crows Nest Community Centre*.

The Centre endorses Council's *Older Persons Plan* and actively seeks to implement specific initiatives in the plan, both as a stand-alone service and as a collaborator with Council and other agencies (e.g. 1. Community Support and Health Services - Contribute to the health and well-being needs of vulnerable community members; 5. Social Inclusion and Participation – Older people are provided with opportunities to engage in activities and programs to promote wellness and healthy ageing – Deliver Seniors Festival program to North Sydney residents; 6. Civic Participation and Employment – Volunteers are recognised for their contribution to our community).

Project 4.1.2.15 Coordinate and Promote Activities in Seniors Festival

Each year the Crows Nest Centre plans a week of festivities to celebrate the NSW Seniors Festival. We appreciate Council's promotion of the week, along with a small grant that contributes to our feature event. In 2021 we hosted *Fabulous Fifties* with milk bar decorations, 1950s fashion parade, themed lunch (Swedish meatballs, chicken a la king and apple pie), accompanied by live music and us all joining in for *Shake, Rattle and Roll*. In 2022 a Mexican Fiesta, with handmade decorations, sombreros, tortillas and a fun-filled mariachi band proved a runaway success. Unable to easily get out and about, many of the people attending tell us how much they value these special events, and the fun and joy they experience sharing this with people befriended at our Centre.

Project 4.1.2.17 Implement the Homeless Strategy

The Centre participated in initial consultations underpinning Council's *Homeless Strategy*, endorses the final Strategy and actively seeks to implement specific initiatives in the plan, both as a stand-alone service and as a collaborator with Council and other agencies (e.g. 2. Promote access to health and well-being services for people who are homeless or in housing need) by offering a shower and a hot meal, advice and referral to achieve both short-term and sustainable housing. COVID lockdowns proved particularly challenging for those without stable housing. Additional meals were given to people who were homeless or at risk during the COVID lockdowns.

Project 4.1.2.18 Manage squalor, hoarding and homelessness enquiries with appropriate referrals

The Centre has a Memorandum of Understanding with Council offering a shower and a hot meal to people who are homeless or at risk. The Centre works closely with Council's Access and Inclusion Coordinator to determine possible sources of assistance and the best referral pathways to assist people on their journey towards stable accommodation. In recent years we have increased our connections with local housing and homeless services and networks. The Centre also works with Council's Access and Inclusion Coordinator to ensure appropriate referral pathways for people who are hoarders and/or living in squalor.

Appendix 1

Strategy 4.1.5 Provide support and funding to not-for-profit community groups and charities

The Centre is well supported by Council's Community Services staff at all levels, derives significant benefit from Council's annual cash donation and in-kind support, management participation in strategic reviews, advice on Council priorities and strategies, links to external networks and recommendations about potential avenues of external support, especially with regard to Australian and NSW Government funding and policy directions.

Strategy 4.1.6 Celebrate diversity within the community

Our Strategic Directions 2020-2025 outlines the Centre's strategic initiatives for older people, people with a disability, migrants, parents and people who are homeless or at risk. We promote social and cultural inclusion and usually celebrate significant cultural events such as Australia Day, St Patrick's Day, Chinese New Year, NSW Seniors Festival, Harmony Day, Easter, Anzac Day, NAIDOC Week, Diwali, Melbourne Cup and Christmas.

Project 4.1.6.2 Coordinate and promote Harmony Day activities – Ordinarily the Crows Nest Centre works collaboratively with Council, the Lower North Shore Multicultural Network and Sydney Multicultural Community Services to host an annual Harmony Day event, usually attended by up to 150 people. We were sad that COVID-19 precluded such an event in 2021 and 2022. However, we were delighted to be invited to participate in a cultural diversity focus group, informing a painting created by Studio A artist, Jaycee Kim, unveiled by Mayor Zöe Baker, during Harmony Week 2022.

Project 4.1.6.3 Coordinate and promote activities in Indigenous festivals – The Crows Nest Centre usually hosts an annual event as part of the Gai-Mariagal Festival. Due to COVID-19 we did not participate in 2021 or 2022. We look forward to participating in future years.

Services 134 – Advice and referrals - The Centre provides information, advice and referral by telephone, face to face and via a range of printed resources. In August 2020 we proudly launched a new website www.crownsnestcentre.org.au with the aim of making it easy for people to access information about our services and activities and also enhance our public profile. In 2021-22 we have continued to develop and refine our website, enhancing information about My Aged Care and showcasing photo galleries from special events, linked to our fledgling Facebook page.

Services 137 – Community development – The Centre contributes to Council projects if and when asked to do so (e.g. consultation and review of plans and strategies, COVID-19 emergency relief support for local residents, redevelopment of the Holtermann Street Carpark).

Appendix 1

Services 138 – Community grants – The Centre is a recipient of small community grants, supporting Persian Morning Tea and Reach Your Potential Employability Workshops for Skilled Migrants and a Food Grant providing festive hampers to vulnerable community members.

Services 139 – Community information – The Centre participates in Council’s Community Noticeboard Program and reviews copy for an assortment of Council brochures (e.g. community centres, ageing and disability, homeless assistance and volunteering).

Services 142 – Homelessness service – The Centre has a Memorandum of Understanding with Council offering a shower and a hot meal to people who are homeless or at risk. The Centre works closely with Council’s Access and inclusion Coordinator to determine possible sources of assistance and the best referral pathways to assist people on their journey towards stable accommodation. In recent years we have increased our connections with local housing and homelessness networks. COVID lockdowns proved to be particularly challenging for those without stable housing.

Strategy 4.3.3 Support the development of spaces for lifelong learning

The Crows Nest Centre’s Computer Club allows older people to learn new skills and keep abreast of developments in emerging technology. A free internet kiosk is available in the Pat Brunton Dining Room for people unable to afford their own technology or internet connection. *Ageing Well*, information sessions on health, independence and community connections proved popular with 2021-22 topics including: osteoporosis and bone health, a virtual visit to the refurbished Albert Hotel, age related macular degeneration and a reptilian visit from Sydney Wildlife Rescue.

Project 4.3.3.04 Review the Community Centre Plans of Management – Council’s Director of Library and Community Services is invited to participate in the Centre’s annual strategic planning review, liaises with Centre management on a regular basis and attends the company’s Annual General Meeting, if available. In turn Centre management is also invited to participate in consultations regarding Council’s community service plans, highlighting intersections and areas for potential collaboration.

The Centre is viewed as efficient, effective and responsive by external auditors. In July 2018 the Centre was reviewed by the Australian Aged Care Quality Agency and met all 18 Home Care Standards. In July 2020 and September 2022, the Centre was awarded continuous “A Grade” food safety ratings by the NSW Food Authority.

Project 4.3.3.05 Upgrade facilities and equipment at community centres – We seek to continuously improve our services and facilities and have worked cooperatively with Council to improve our sustainability, promoting these features on our website.

Appendix 1

Following the initial COVID lockdown in 2020 the Centre implemented a raft of COVID safety measures including: purchase of sanitiser stations, installation of additional hand wash facilities and chemical mix stations, additional cleaning of frequently touched surfaces, promotion of physical distancing, enhanced signage and COVIDSafe sign-in procedures. Subsequently, we have continued to monitor Public Health Orders and *Advice to Home Care Providers*.

Mindful that many of the people accessing our Centre are vulnerable older people this has led to us promoting vaccination as the best line of defense against COVID-19, actively encouraging influenza vaccinations, requiring masks to be worn by staff, volunteers and older clientele attending activities in the Pat Brunton Dining Room, notification of COVID symptoms and COVID positive cases, use of Rapid Antigen Testing to screen staff and advising people to remain at home if unwell or a close contact of someone who is unwell.

Strategy 4.3.5 Promote volunteering and community involvement and draw on community skills and expertise

Over 200 dedicated volunteers are actively engaged in the delivery of the Crows Nest Centre's services and activities and derive enormous benefit from their participation in our Centre. The average age of our volunteers is 67 years and so, we find ourselves unintentionally delivering an engaging, healthy ageing program to older volunteers. Volunteering gives meaning and purpose to the lives of our volunteers, both important determinants of good health amongst retirees.

As a result of COVID-19 our volunteers aged 70 years and over were required to stand down between March and October 2020.

During the early days of COVID-19 we were fortunate to attract a younger group of volunteers, allowing us to sustain in-home support services to older people. In many cases the new volunteers were working at home, unable to study or travel, eager to make a community contribution, keen to get out and about and do something meaningful during a period of community upheaval. Some of these people returned to their former lives, others were able to continue to volunteer.

However, as the initial restrictions eased many of our original volunteers were keen to return to us at the earliest opportunity, resulting in our Volunteer Coordinator juggling continuing, new and returning volunteers. A few long-term volunteers chose to "retire from volunteering", while a handful remained on hold due to their own health issues and/or the health of their loved ones.

In subsequent lockdowns (Jul-Oct 2021 and Jan-Feb 2022) we allowed older volunteers to continue volunteering, if willing and able to do so, given these people had higher vaccination rates than most of our younger volunteers. With the loosening of restrictions in 2022 we began to see an exponential increase in COVID cases amongst our volunteers, staff and clients - leaving us "short of people" on numerous occasions. Those left standing were required to pitch in and simply do what needed to be done to keep the show on the road and support vulnerable older people at home.

Appendix 1

Since the inception of COVID safe work practices have been a high priority for all our staff and volunteers. People are expected to wear masks, practice physical distancing and hand hygiene. At every stage we have adhered to Australian Department of Health COVID-19 vaccination requirements (currently a minimum of three doses) for all staff and volunteers delivering Commonwealth Home Support Program Services (CHSP) to older people. We are required to submit regular reports to verify our vaccination rates.

Project 4.3.5.01 and 4.3.5.02 Promote Volunteer Week and Conduct annual events recognizing volunteers - The Centre conducts twice yearly volunteer appreciation events, one of which usually coincides with National Volunteer Week in May and the other as an end of year/Christmas celebration.

North Sydney Council decided to transfer its annual International Volunteer Day Celebrations to National Volunteer Week in May 2021. However, due to COVID-19, it was decided not to hold a large-scale event. Instead Council sponsored a delicious two-course luncheon, back at our Centre, with catering provided by Torrens University Australia. This event was an excellent avenue to share details with volunteers about Council's enduring support and our updated *Strategic Directions 2020-2025*.

We are fortunate that our volunteers have a strong connection with our Centre, with some heartfelt thank you notes received following the volunteer luncheon.

A note of thanks for the lovely luncheon. I love being part of 'The Crows Nest Community'. If I can do more to help, please just ask me. The meal was fabulous and the room looked like a 5 star restaurant. It was a wonderful afternoon.

Whilst sitting at the table I found myself gazing around the room and experiencing a feeling of warmth and caring. You and your great team are always so aware of the needs of others and go out of your way to create meaningful situations for so many people. The warmth and love within the room was overwhelming.

By year end, a High Tea was held to thank our volunteers for their tremendous support, sustaining service delivery to older people throughout another challenging stage of the pandemic. It was also a welcome opportunity for volunteers to reconnect with each other, an often overlooked benefit of volunteering.

It was so good catching up with everyone, as we have not seen some volunteers over 'lockdown'.

In December 2021 Member for North Sydney, Trent Zimmerman, presented two of our dedicated and committed volunteers: Tim Brodie (assisted shopping and linen service) and Alison Posney (assisted shopping) as well as our Executive Officer with North Sydney Community Service Awards.

Appendix 1

<ul style="list-style-type: none"> • To manage the centre in accordance with the Crows Nest Centre’s Strategic Plan 2020-2025 <p>In August 2020 a strategic planning workshop was held with clients, staff, volunteers, and representatives of North Sydney Council to:</p> <ul style="list-style-type: none"> ○ Reflect on our hopes and dreams for the Centre and our community ○ Consider national public policy and practice in the aged care sector ○ Review local demographics ○ Recognise our role in supporting North Sydney Council to fulfil its Delivery Program and associated strategies including: <ul style="list-style-type: none"> ▪ <i>Older Persons Strategy</i> ▪ <i>Disability Inclusion Action Plan</i> ▪ <i>Family and Children’s Services Strategy</i> ▪ <i>Homelessness Strategy</i> ▪ <i>Crows Nest Centre Joint Strategic Plan</i> <p>The workshop saw our vision updated, our mission retained and our values retained but simplified. Revised versions follow:</p> <p>Our Vision A connected community.</p> <p>Our Mission Crows Nest Centre exists to provide and facilitate quality programs and services to:</p> <ul style="list-style-type: none"> ○ enhance the quality of life of individuals ○ reduce social isolation and ○ sustain community wellbeing <p>Our Values Work of the Crows Nest Centre is guided by our values:</p> <ul style="list-style-type: none"> ○ Caring ○ Inclusive ○ Effective ○ Ethical <p>Outcomes of the workshop are reflected in <i>Strategic Directions 2020-2025</i>. The document introduces our organisation, outlines our operating model and principles, considers the Centre’s external operating environment, reflects on our strengths and assets, and presents a range of strategic initiatives:</p>	✓
--	---

Appendix 1

- Build on existing (and developing new) strategic alliances
- Prepare and position for ageing and disability reform
- Service development, quality review and evaluation
- Uplift brand and marketing
- Diversify funding sources
- Recognise and support our volunteers and staff.

An action plan matches the strategic initiatives with priorities identified for each of the Centre's target groups: older people, people with a disability, migrants, parents and people who are homeless or at risk.

In 2021/22 to achieve our strategic initiatives we implemented the following actions, in spite of COVID-19:

Build on existing (and develop new) strategic alliances

- Continuity of Joint Strategic Plan with North Sydney Council;
- Continuity of Australian Government Commonwealth Home Support Programme funding;
- Continuity of Torrens University Australia as a venue hirer and event supporter;
- Ongoing support for Chinese Seniors at Chinese Christian Church, Milsons Point;
- Ongoing support for Bollywood Music with AASHA Foundation;
- Ongoing support for a dementia café in partnership with local Rotary Clubs;
- Community engagement with Crows Nest Safe Village, local businesses and parents;
- Partnerships with local schools, churches, service clubs and businesses;
- Active participation in community, service specific and volunteer networks.

Prepare and position for ageing and disability reform

- Management participation in a range of Aged Care Reform consultations, webinars and training events to inform future service provision;
- Responding to Council proposals for redevelopment of the Holtermann Street Carpark.

Service development, quality review and evaluation

- Initiated and supported creative and healthy ageing (e.g. Singing for Joy);
- Culturally inclusive calendar of special events (e.g. Diwali, Christmas, NSW/North Sydney Seniors Festival including Council sponsored feature events: *Fabulous Fifties* in 2021 and *Mexican Fiesta* in 2022);
- Older people supported to access centralised assessment and referral to enable informed choices about the Centre's services and activities and access to other supports;
- Hosted Ageing Well sessions on lifestyle, health and safety, and general knowledge;

Appendix 1

<ul style="list-style-type: none"> ○ Services Committee monitoring strategic directions, client feedback and delivery data; ○ Maintained A Grade food safety rating; ○ Ongoing support for migrants to meet, develop skills and engage with the community; ○ Provided meals, showers and referrals for people who are homeless or at risk. <p>Uplift brand and marketing</p> <ul style="list-style-type: none"> ○ Continued to develop and enhance the Centre’s new people focused website; ○ Added a translation Hub to the Centre’s new people focused website; ○ Continued to develop and enhance the Centre’s new Facebook page; ○ Participation in aged care, migrant services and volunteer expos. <p>Diversify funding sources</p> <ul style="list-style-type: none"> ○ Implemented COVID-19 Emergency Meals Funding; ○ North Sydney Council community grants supported Realise Your Potential: Employability Workshops for skilled migrants, Festive Hampers and Seniors Festival feature event; <p>Recognise and support our volunteers and staff</p> <ul style="list-style-type: none"> ○ Staff participated in a variety of training and development opportunities; ○ Food Services Manager awarded Rotary Pride of Workmanship Award; ○ Executive Officer and volunteers received North Sydney Community Service Awards; ○ Volunteer appreciation event supported by Torrens University Australia. <p>Additional actions in response to COVID-19</p> <ul style="list-style-type: none"> ○ Comprehensive COVID-19 risk assessment endorsed by Board; ○ Board prioritised nourishment, assisted shopping and linen delivery to older clients; ○ Managed closures and COVIDSafe openings in response to Public Health Orders; ○ Responded to social isolation experienced as a result of COVID closures. 	
<ul style="list-style-type: none"> ● To manage the centre in accordance with the aims and objectives of Council’s Community Centres Policy <p>The Crows Nest Centre strives to meet the objectives in Council’s <i>Community, Cultural and Recreational Facilities Policy</i> by:</p> <ul style="list-style-type: none"> a) Contributing to a network of community space/programs throughout North Sydney and fostering a sense of community belonging amongst clients, staff and volunteers. 	✓

Appendix 1

<ul style="list-style-type: none"> b) Providing high quality services for older people, people with a disability, migrants, parents and people who are homeless or at risk. c) Ensuring our services and activities are affordable and accessible, especially for people with limited means. d) Our updated vision is: a connected community. Our mission is: to provide and facilitate quality community programs and services that connect our community, sustain community wellbeing and reduce social isolation. e) The Crows Nest Centre delivers a major community facility for people residing in the North Sydney Local Government Area. f) Through our services, activities and venue hire we maximise use of the Crows Nest Community Centre, returning all of our venue hire income to the delivery of services and activities. g) The Crows Nest Centre is governed by a Board and the majority of Directors are local residents. h) Staff coordinate 200 active volunteers, most of whom are local residents, to deliver services and activities to our community. i) We support older people, people with a disability, migrants, parents and people who are homeless or at risk and also offer information and advice about other local services and activities. The Crows Nest Centre is co-located with KidsNest – Crows Nest Occasional Childcare, Community Connect – Lower North Shore Community Transport, Studio A – disability arts social enterprise, and one of Northern Sydney Local Health District’s Child and Family Health Centres, providing a wide range of services to the local community. j) The Crows Nest Centre receives funding from the Australian Government to deliver aged services and activities and an annual cash donation from North Sydney Council. We are well supported by service clubs, local schools, churches and businesses. k) We have participated in community consultations and corresponded with Council regarding the communities’ needs in relation to proposed developments in Crows Nest/St Leonards, and in particular redevelopment of the Holtermann Street Carpark, adjoining our Centre. The Centre’s Executive Officer regularly attends the Crows Nest Shopping Area Streetscape Committee. l) When opportunities present we apply for funding to support our primary target groups: older people, people with a disability, migrants, parents and people who are homeless or at risk. m) We strive to present the Centre in the best way possible. n) Working cooperatively with Council we have achieved significant improvements to the amenity of the Crows Nest Community Centre and also enhanced the Centre’s sustainability (e.g. solar panels, thermal heat pump for hot water, LED lights). o) Council’s contributions (cash and in-kind) to the Centre are publicly acknowledged. Operation of the Centre under the Joint Strategic Plan is acknowledged on the Centre’s website and Council’s logo appears on all of our service and activity flyers. p) Council’s Director Community and Library Services regularly liaises with Crows Nest Centre management, attends or sends a representative to strategic planning days and the Centre’s Annual General Meeting. q) We seek to continually improve our services and activities and develop new avenues for community involvement (e.g. the Centre collaborates with four local Rotary Clubs to deliver a monthly café for people living with dementia and their families/carers). r) Physical, social and cultural accessibility are all high priorities for the Centre. s) Venue hire generates one fifth of the Centre’s income. Compatibility of hirers with the Centre’s activities is vital. 	
--	--

Appendix 1

<ul style="list-style-type: none"> • To provide and maintain a high quality community centre which meets the needs of the local and wider community <p>External audits - The Centre was reviewed by the Australian Aged Care Quality Agency in July 2018 and met all 18 Home Care Standards. For many years the NSW Food Authority has awarded our Meals on Wheels Service an “A Grade” food safety rating. External food safety audits were conducted in July 2020 and September 2022, continuing this trend.</p> <p>Compliments register – The Crows Nest Centre receives a bounty of thank you cards, letters and emails from clients and volunteers expressing immense satisfaction with the services and activities offered. Some examples include:</p> <p>Older people and people with a disability:</p> <ul style="list-style-type: none"> ○ <i>I look forward every fortnight to a lovely volunteer with fresh clean sheets, knowing the behind the scenes organisation that makes it so reliable.</i> ○ <i>I would like to take this opportunity to tell you how much I have appreciated your services. I could not have stayed in my home without them as my clothesline is on the roof with two flights of stairs leading to it and wet sheets are heavy.</i> ○ <i>Thank you to the knitting group, what love and care has gone into thinking about us. I cherish my "heart coaster".</i> ○ <i>Belated but sincere thanks for the birthday flowers you all got me on my 10th stint in Royal North Shore Hospital. The flowers were lovely and admired by visitors, family and patients. Some were quite surprised that a community centre would show so much care for its clients.</i> ○ <i>Thank you for the touch of Christmas you bring to me every day, not just in the very tasty meals but in the caring friendly deliveries.</i> ○ <i>I would just like to say we were impressed with yesterday's meals. The fish cakes and the rice balls, both with beans, were cooked beautifully.</i> ○ <i>Such a professionally organised occasion, together with an excellent lunch and entertainment.</i> ○ <i>You people fill an enormous gap in older peoples' lives and I admire what you do tremendously.</i> 	✓
---	---

Appendix 1

<p>Migrants:</p> <ul style="list-style-type: none"> ○ <i>I just got my Student Volunteer Week package from the mail and wanted to say thank you for your little note. It made my day :) I really am missing going to homework help. The kids have always been lovely and the environment is always so welcoming and friendly. I hope that you're keeping well during this lockdown, it seems like it will never end!</i> ○ <i>Getting information about Australian work environment and interviews raised my confidence, making me feel I'm not alone.</i> ○ <i>I could feel how much genuine effort you put into me and the employment workshops.</i> ○ <i>It was great to have our first meeting after lockdown. The mums were very excited to see everyone once again!</i> ○ <i>感謝您給我們的所有幫助 - Thank you for all the help you give the Chinese Seniors.</i> ○ <i>Thank you for your ongoing support. Everyone had a great time at Bollywood morning tea and celebration of Indian Independence Day.</i> <p>Homeless or at Risk:</p> <ul style="list-style-type: none"> ○ <i>I have an apartment. I move today. Thank you for your help, especially putting me in contact with the Access and Inclusion Officer at Council. I could have been waiting for 15 years. Thanks so much.</i> <p>Volunteering:</p> <ul style="list-style-type: none"> ○ <i>I absolutely thoroughly enjoyed participating in the "whole" D-Caf this morning and meeting and spending time with staff, clients and volunteers.</i> ○ <i>Thank you for all you've done this year to keep volunteers motivated and feeling valued.</i> ○ <i>Such a lovely gathering this afternoon - thank you for organising this Xmas get together for the volunteers. It's obvious that everyone had a great time and appreciated your efforts.</i> <p>Venue Hire:</p> <ul style="list-style-type: none"> ○ <i>Thank you for all your support this year, especially through the lockdown and on the other side helping us rebuild.</i> ○ <i>Thank you for your incredible hospitality and professionalism, making our event so comfortable and accommodating.</i> ○ <i>The booking service is amazing, rooms and facilities are always clean and well presented, staff are welcoming, kind and professional.</i> 	
---	--

Appendix 1

<ul style="list-style-type: none"> • To cater for people with disabilities within the physical constraints of the centre <p>The Crows Nest Centre supports older people as well as younger people with a disability with a range of in-home services (e.g. meals on wheels, linen service, assisted shopping and transport, and friendly home visiting) and centre-based social and recreational activities (e.g. knit and natter, indoor bowling, bingo and trivia, what's in the news discussion group, dementia café, fun 'n games day, armchair travel, games and puzzles, guest speakers, special events and low cost meals at our community restaurant).</p> <p>The Centre is wheelchair accessible with direct access to Levels 1 and 2. Levels 3 and 4 can be accessed by an internal lift. It is hoped that proposed plans for redevelopment of the Holtermann Street Carpark, will improve access to the upper levels of the Centre.</p> <p>The Crows Nest Centre has installed high quality audio systems in both the Johnson Hall and Pat Brunton Dining Room and purchased portable options for Level 3, to improve sound quality for the general public, as well as the many older people attending the Centre who have a variety of hearing impairments.</p>	✓
<ul style="list-style-type: none"> • To provide for public safety <p>We strive to make the Crows Nest Centre a social and welcoming space, especially for people who are marginalised due to ageing, disability, mental health issues, drug or alcohol abuse, cultural or linguistic diversity.</p> <p>We offer a community shower, a hot meal and referral to affordable housing options for people who are homeless or at risk. Our <i>Ageing Well</i> information sessions focus on health, independence and community connections.</p> <p>In September 2021, mindful of the impact of COVID lockdowns on personal relationships, Crows Nest Safe Village Project facilitated access to Hair 3Rs online domestic violence training for 20 local hairdressers and beauticians. The training was well received.</p> <p>Two successful in-conversation events, presented by award winning journalist Jess Hill, were held at the Centre. In March 2022, the Lower North Shore Domestic Violence Network organised <i>See What You Made Me Do: Calling Out Coercive Control</i>, followed in May by the Lower North Shore Child and Family Interagency event <i>Recognising and Preventing Coercive Relationships: Promoting Respectful Relationships</i>.</p>	✓
<ul style="list-style-type: none"> • To ensure the Plan of Management is flexible and able to evolve with changing community attitudes <p>In August 2020 the Director Community and Library Services participated in a stakeholder workshop designed to inform the Centre's future directions. This included presentations about the Centre's external operating environment and key initiatives. Sessions covered national aged care reform, local demographics, reflection on our values and prioritising future initiatives.</p>	✓

Appendix 1

Our Strategic Directions 2020-2025, outlines the Centre’s strategic initiatives associated with older people, people with a disability, migrants, parents and people who are homeless or at risk, as well as the Centre’s governance and management.

On the recommendation of the Director Community and Library Services, Council adopted *Our Strategic Directions 2020-2025*, when it reviewed and adopted a report on the Crows Nest Centre’s Joint Strategic Plan in 2021.

As a not-for-profit company limited by guarantee our Board views corporate governance as an essential responsibility for all Directors. An annual review of our strategic directions is held and the Director Community and Library Service, is invited to participate. As we are entering the fourth year of “living with COVID” and while much of the community has returned to “normal”, our Centre continues to deal with a raft of COVID issues and associated risks, each and every day. Older people are at the heart of what we do. However, since the start of the pandemic, older people have always been at greater risk of death or serious illness should they be unfortunate enough to contract COVID. In the first 27 days of 2023 more people died from COVID (the majority of whom were older people), than in either 2020 or 2021. Vigilance about COVID safety for our clients, staff and volunteers, against this ever-present danger, remains at the forefront of the minds of our Directors and senior staff. We have done well so far, but the battle is not over, and it unclear how more rounds might be just around the corner, especially as winter is on the horizon.

Concurrently, an avalanche of external environmental forces has been gathering pace, all with major implications for our future service delivery and income earning potential. These include:

- The Australian Government’s major aged care reform agenda in response to the Royal Commission into Aged Care Quality and Safety – likely to result in less income for our aged care services, alongside markedly increased regulatory requirements;
- NSW Government’s St Leonards and Crows Nest 2036 Plan with announcements to:
 - Redevelop the Holtermann Street Carpark in partnership with North Sydney Council – likely to result in reduced capacity for us to deliver aged care services and a significant reduction in venue hire income for 18-24 months (as some longstanding, relocated hirers are not expected to return and it will take time to attract new hirers);
 - Significant increases in the number of dwellings and workers in St Leonards Crows Nest – leading us to wonder about the potential service needs of incoming residents and workers and how best these could be met when we are anticipating diminishing financial resources;
- Other local development on our doorstep including:

Appendix 1

<ul style="list-style-type: none"> ▪ Proposed redevelopment of 82-90 Alexander Street, Crows Nest – also likely to result in a reduction in venue hire income for 18-24 months (as some longstanding, relocated hirers are not expected to return and it will take time to attract new hirers). <p>Having operated as a charity, in partnership with North Sydney Council for over 50 years, we seek to work together to determine the best way forward for our clients, staff, volunteers and the community at large. In the coming months we will be seeking to chart a course for the future, with the aim of continuing to serve our community in a financial responsible and sustainable manner.</p>	
<ul style="list-style-type: none"> • To be prepared to look beyond the Centre’s immediate locality, through maximising existing resources, to enable delivery of outreach services where appropriate and needed <p>The Crows Nest Centre primarily services people living in the North Sydney Local Government Area. Our Linen Services is also offered to residents living in Mosman.</p> <p>We work cooperatively with other agencies, operating within the Lower North Shore, to ensure we meet the needs of people in our own and surrounding areas. We participate in a variety of networks and forums recognising the needs of older people, people with a disability, migrants, parents and people who are homeless or at risk.</p>	✓

Appendix 1

Crows Nest Centre**Review of the Joint Strategic Plan 2021-22**

Our Strategic Initiatives
Building on existing (and developing new) strategic alliances
Preparing and positioning for aged and disability reform
Continuing service development, quality review and evaluation
Uplift brand and marketing
Diversify funding sources
Recognising and supporting our volunteers and staff

Our Achievements			Achieved
Build on existing (and develop new) strategic alliances			
Older people	In concert with the World Health Organisation's Decade of Healthy Ageing 2020-2030 expand CNC's range and scope of healthy ageing activities	Hatha yoga and Feldenkrais classes resumed after COVID lockdowns. COVID safety measures included online bookings, mask wearing, hand hygiene and advice to remain at home if unwell. Gentle exercises classes were trialled with Friday activity clients.	✓
	Establish a dementia café for people living with dementia, their families and carers, in partnership with local Rotary Clubs.	Several attempts were made to restart a dementia café, following COVID lockdowns. Your Rotary D-Caf is a partnership project with the Rotary Clubs of Crows Nest, North Sydney, North Sydney Sunrise and Northbridge. A small but regular group of people joined the café. In 2022 a retired physiotherapist started as a volunteer with the café and gentle exercise classes became a regular feature, also supporting the aim of increasing the range and scope of healthy ageing activities.	✓
Older people/ migrants	Build on established relationships with AASHA Foundation and the Chinese Christian Church Milsons Point to continue, and where appropriate, expand support to older Indian and Chinese people.	Around COVID lockdowns, Bollywood Music met at the Crows Nest Centre and Chinese Seniors at the Chinese Christian Church in Milsons Point. Crows Nest Centre staff offered considerable support to these groups, especially when celebrating cultural Festivals.	✓

Appendix 1

Migrants/ parents	Explore partnership opportunities for offering additional support to Japanese and Spanish speaking mothers.	Community Support staff offered activity support to Spanish speaking mothers and they held a very enjoyable Christmas event at our Centre.	✓
Parents	Build on the Crows Nest Safe Village partnership (Crows Nest Centre, Lower North Shore Child and Family Interagency, Lower North Shore Domestic Violence Network, Northside Baptist, North Sydney Council and Relationships Australia) by participating in initiatives that promote healthy relationships.	Hair 3Rs online domestic violence training was offered to 20 local hairdressers and beauticians during the 2021 COVID lockdown. Two in-conversation events with award winning journalist Jess Hill were held at our Centre. The Lower North Shore Domestic Violence Network organised <i>See What You Made Me Do: Calling Out Coercive Control</i> , and the Lower North Shore Child and Family Interagency coordinated <i>Recognising and Preventing Coercive Relationships: Promoting Respectful Relationships</i> .	✓
Homeless or at risk	Strengthen relationships with local housing and homelessness networks to further enhance CNC's contribution to local management of this growing concern in our community.	The Centre's Executive Officer participated in Lower North Shore Housing and Homelessness Coordination meetings and strengthened the Centre's working relationship with St George Community Housing.	✓
Prepare and position for ageing and disability reform			
Older people	Senior management to actively monitor changes arising from the Aged Care Royal Commission and assess implications and opportunities for the Centre and recommend actions for implementation.	The Centre's senior staff participated in a range of webinars organised by the Australian Department of Health, the Aged Care Quality and Safety Commission, peak bodies (e.g. Aged and Community Services Association, Meals on Wheels Association), regional development workers and consultants regarding aged care reform. Consultation papers were reviewed and responses submitted. The Centre's Executive Officer also attended a meeting with northern Sydney Councils to consider the longer-term implications of the reforms for local councils. The Centre's Services Committee and Board were kept up to date with the shifting landscape of proposed reforms.	✓
Governance and management	Develop market intelligence about other not-for-profit, church, charitable and private agencies servicing our key target groups to identify emerging opportunities, risks and potential cooperative arrangements.	The Centre's Executive Officer regularly attended a newly formed group of Northern Sydney CEOS and also met regularly with YourSide Australia and Sydney Community Services to discuss the proposed reforms and their proposed organisational responses.	✓

Appendix 1

Service development, quality review and evaluation			
Older people	Expand CNC's range of social activities including creative ageing options.	<p>Reopening after COVID lockdowns saw the Centre looking to add physically distanced activities to our repertoire. New activities included bingo and trivia, what's in the news discussion group, armchair travel and singing for joy. More recently a fun 'n games day has been added to our weekly activities.</p> <p>During the COVID lockdown in 2021 members of the knitting group created knitted hearts for inclusion in care packs delivered to some of our more socially isolated clients.</p>	✓
	Review the Aged Care Diversity Framework	The Aged Care Diversity Framework was reviewed and work commenced on an Inclusive Action Plan.	✓
People with a disability	Continue to welcome and include people with a disability in CNC's Centre based activities.	People with a disability were welcomed to indoor bowling, knitting, bingo and trivia, our internet kiosk and community restaurant.	✓
Migrants	Continue to improve client registration processes, service provision data collection and analysis.	Improvements to data collection for migrant services were made.	✓
Homeless or at risk	Enhance client referral pathways to housing and homelessness agencies to facilitate sustainable housing.	The Centre's Executive Officer participated in Lower North Shore Housing and Homelessness Coordination meetings and strengthened the Centre's working relationship with St George Community Housing.	✓
Governance	Continue to review and update CNC's organisational governance policies and procedures to ensure compliance with aged care and other regulatory requirements.	The Centre's financial management, risk management and regulatory policies and registers were reviewed and updated, particular attention was given to the many risks associated with COVID.	✓
Uplift brand and marketing			
Older people	Actively promote CNC's website and social media to older people, family members and carers, other aged care providers and associated networks.	<p>The Centre launched a new website in August 2020 and a new Facebook page followed. Concerted efforts have been made to join local Facebook groups to enable us to reach a broader audience.</p> <p>Posters promoting the website and Facebook page are prominently displayed throughout the Centre. Details have been promoted to volunteers and clients via newsletters and correspondence.</p> <p>An extensive email distribution list of service providers was created to promote the launch and relaunch of the Centre's dementia café.</p>	✓

Appendix 1

		In 2022 <i>North Sydney News</i> ran a feature story on our 50 th anniversary as a charity, subsequently followed up by <i>North Shore Living</i> .	
Migrants	Enhance the translation Hub on CNC's website.	A translation Hub was added to the Centre's new website in 2021-22 with links to translated resources (e.g. <i>Charter of Aged Care Rights</i>).	
Diversify funding sources			
Older people	Emergency COVID relief funding.	Additional funds were obtained from the Australian Department of Health, North Sydney Council and Service NSW.	✓
Migrants	Investigate and pursue additional funding options to sustain existing migrant services.	Small grants were obtained from North Sydney Council to support Persian Morning Tea and Reach Your Potential: Employability Workshops for Skilled Migrants.	✓
Governance	Finalise and implement the CNC Fundraising Strategy.	A Fundraising Strategy was finalised with implementation impeded by reduced staffing capacity due to COVID.	✓
Recognise and support our volunteers and staff			
Older people	Provide training and development opportunities for staff to support the Centre's work with older people and also ensure compliance with aged care regulatory requirements.	Staff have participated in a wide variety of formal and informal training since the inception of COVID, much of it online or via Zoom.	✓
Governance	Conduct volunteer appreciation events that include updates about our strategic directions and regulatory requirements.	Volunteer appreciation events have included updates about our strategic directions, aged care reform and proposals for local development.	✓
	Recognise outstanding volunteer achievement through Award nominations.	Volunteers were nominated for Trent Zimmerman's North Sydney Community Service Awards.	✓
	Recognise and reward high quality staff achievements.	Our Food Services Manager, Amy Budden, received a Rotary Pride of Workmanship Award from the Rotary Club of Crows Nest. In recognition of her efforts in response to COVID-19, Executive Officer, Denise Ward, was nominated by the Rotary Club of North Sydney Sunrise for a Trent Zimmerman North Sydney Community Service Award.	✓

Appendix 1

NOTES ON FINANCES				
Grants	NSC	Other		
	\$415,600	\$809,556		
Turnover	Year	Income	Expenditure	
	2020/21	\$2,050,736	\$1,596,670	
Sustainability	Year	Result	Reserves (Equity)	Funded liabilities
	2015/16	\$5,947 surplus	\$374,969	\$358,577
	2016/17	(\$7,929) deficit	\$367,040	\$408,788
	2017/18	(\$8,440) deficit	\$358,600	\$421,892
	2018/19	\$8,488 surplus	\$367,088	\$409,017
	2019/20	\$235,095 surplus	\$658,107	\$451,378
	2020/21	\$454,066 surplus	\$1,112,172	\$362,705
2021/22	(\$74,568) deficit	\$1,037,604	\$415,416	



**Crows Nest
Centre**
Connecting Our Community

Annual Report 2021 - 2022
North Sydney Community Service Ltd

Contents

Report from the Chair	1
Report from the Executive Officer	4
Activities	7
Chinese Seniors	9
Community Engagement	10
Community Support	13
Computer Club	15
Food Services	16
Linen Service	19
Migrant Services	21
Social Support	24
Venue Hire	26
Volunteering	27
Financial Report	Appendix 1
Directors	Appendix 2
Supporters	Appendix 2
Staff	Appendix 2

Our vision

A connected community.

Mission

Crows Nest Centre exists to provide and facilitate quality community programs and services to:

- Enhance the quality of life of individuals
- Reduce social isolation and
- Sustain community wellbeing

Values

Work of the Crows Nest is guided by our values:

- Caring
- Inclusive
- Effective
- Ethical



2 Ernest Place, Crows Nest, NSW 2065

P (02) 9439 5122

F (02) 9439 8608

E cncadmin@crowsnestcentre.org.au

www.crowsnestcentre.org.au

Funding Partners



Australian Government
Department of Health



Report from the Chair

Crows Nest Centre's vision is 'a connected community'.



Two years of pandemic, multiple bushfire and flooding catastrophes, increasing homelessness, the Aged Care Royal Commission and multiple academic analyses intensify the importance for all of us of being socially connected.

The Centre employs a small, dedicated team whose work is vastly amplified by our remarkable army of committed volunteers.

We receive funding from the Commonwealth Government and North Sydney Council, which also provides and maintains our building and sanctions our ability to earn revenue from venue hire.

Our local community supports the Centre through financial and in-kind donations, as well as participating in joint activities to reach our goals.

With that mission and these resources, this is what we do. We provide services for five groups: older people; people with a disability; parents and children; migrants; and people who are homeless or at risk.

People come to us because they hope we can meet some of their needs. We welcome them, listen to what they say, and identify

how we can best help them to solve their presenting problems and to add to their enjoyment of life. That work is described in detail in this *Annual Report*.

The Board's obligation is governance of the Centre. Based on the advice of the Executive Officer and senior management, we: set the longer term and immediate direction of the Centre; approve its budget and monitor financial performance; monitor the level and quality of services; and ensure their safe and effective delivery to clients.

We are accountable to clients, funding authorities, government regulators, service delivery partners and to the community at large.

We take pride in the Centre's 50 years of service and are grateful for the way in which our many volunteers and other supporters enable us to operate with limited financial resources.

Changes in government financial support are foreshadowed and proposed major redevelopment of the adjacent carpark and buildings facing Willoughby Lane are likely to constrain both in-Centre services delivery and earned revenue.



Proposed Holtermann Street carpark redevelopment – carpark to go underground with park on top.

The Centre's budget has remained static for eight years. Cost of living pressures have been absorbed by reductions in spending. This takes a toll on staff and increases our reliance on volunteers to carry more of the load.

In 2014-15 our spend was \$1.423 million and in this financial year we spent \$1.453 million. By way of perspective, in 2021-22, our publicly funded community neighbour, Royal North Shore Hospital, spent on average the equivalent of our annual budget between midnight and 5.15 pm every day of the year.

The Board and senior management are fully committed to securing the viability of the Centre, aiming to ensure that funding authorities are alert to the impact that funding and revenue decline would have while remaining prepared to take necessary actions to ensure we meet our fiscal responsibilities under rapidly changing circumstances.

Within the turmoil of the pandemic, emerging risks to viability and more recently, economic turbulence, one needs to visit the Centre and see the contentment and joy on the faces of our clients to know that the work being done is truly worthwhile.

Staff members and volunteers get on with their tasks and our clients benefit.

We on the Board admire and appreciate their daily work to make positive



differences to the lives of our clients and to strengthen our community.

Working with caring partners, Crows Nest Centre continues to pursue its mission and our more connected community is all the better for it.

Success requires strong and determined leadership. Recent years have tested the mettle of all in the community care sector.

Our Centre is fortunate to have Denise Ward and her senior management team focusing on sustaining essential services and carefully planning for potential future directions while keeping staff, volunteers, and clients engaged and adequately protected from risks of all kinds.

It has been an honour to work with Denise and her team over these turbulent years.



I am grateful to my colleagues on the Board for their generosity with their expertise, time and commitment. They bring a diversity of perspectives, enhancing the depth and clarity of our discussions.

Ted Wziontek left the Board in November. With gratitude, I thank him for his significant contribution.

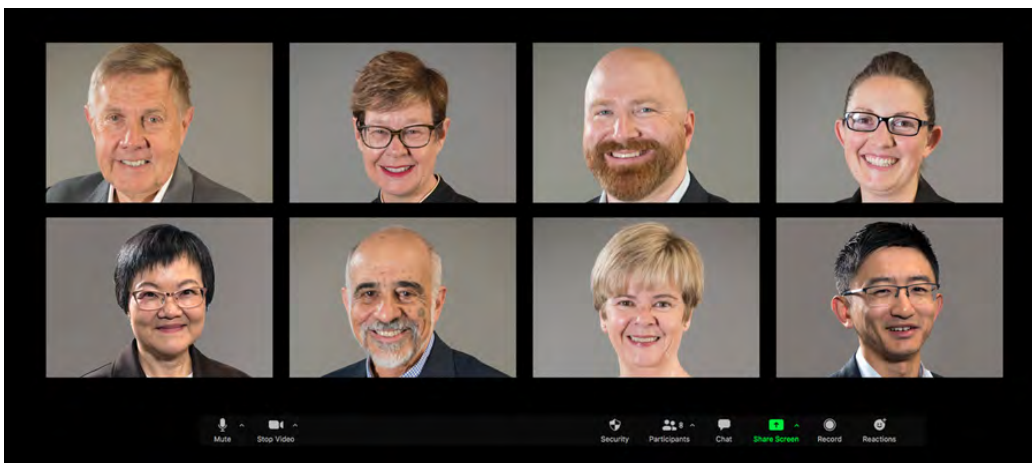
The Board was pleased to see Denise's efforts recognised externally with the presentation of a North Sydney Community Service Award, by former Member for North Sydney, Trent Zimmerman.

My responsibility as Chair between meetings has been to keep Directors informed while seeking their guidance and their decisions on potentially contentious matters.

The work of our Finance and Risk, and Services committees strengthens Board decision making.

The experience of recent years readies us for more complex times ahead. We face those times with strength and determination.

Christopher Scarf
Chair, North Sydney Community Service



Report from the Executive Officer

COVID-19 impacted the Centre for all of 2021-22. Frustratingly, we were closed for half the year.



Closure from July to October was a direct result of NSW Public Health Orders. Our New Year closure, from January to February, was a response to the rapid spread of Omicron and a desire to protect vulnerable older people who regularly frequent our Centre.

Reopening in November and again in March was done cautiously, with COVID safety top of mind, although we were all longing for the world to return to the way it was, before the pandemic started.

Aged care volunteers and all staff were asked to obtain three doses of COVID vaccine and submit proof of vaccination. Masks became the order of the day for volunteers and staff.

Everyone was asked to stay away if unwell and either seek a PCR test or self-administer a Rapid Antigen Test (RAT). Obtaining adequate supplies of masks and RATS was initially difficult and also expensive.

As gathering and movement restrictions eased, for the first time Omicron brought COVID to the Centre. A number of clients, volunteers and staff, their relatives and close contacts became unwell.

COVID affected our capacity to deliver meals, make beds, take people shopping, visit people at home, conduct our Centre-based activities and hire out rooms (normally a major source of income).

On more than one occasion, our human resources were significantly depleted, requiring those left standing to take on additional tasks, well beyond their usual responsibilities.

Mindful that older people living alone were isolated, especially during the extended COVID lockdown, we endeavoured to keep in touch by phone, while staff devised novel activity packs to fill some of the hours spent at home alone.

Originally, we planned to celebrate the 2020 Tokyo Games with a special event. Postponed to July-August 2021, we asked clients, volunteers and staff to provide us with stories about their greatest sporting moments. A selection was published on our website and associated Facebook posts.

Charlie and Emilia, who as younger children, participated in the Spanish Speaking Mothers Group, shone in green and gold during remote schooling, while cheering for Australian soccer player, Sam Kerr.





Board member, Ginie Udy, shared her remarkable kayaking adventures, including a confrontation with a crocodile in Florida.

Through 2021-22, North Sydney Council offered strategic and practical support to the Centre.

The council provided a vital cash donation, as well as contributing to Christmas hampers, Persian Morning Tea, Migrant Employability Workshops and special events such as the NSW Seniors Festival.

Enduring support comes from Rotary (Crows Nest, Northbridge, North Sydney and North Sydney Sunrise), local schools, churches and businesses.

Christmas at the Crows Nest Centre was quieter than usual, with two small client lunches, 'carols by request', festive hampers and a visit from Santa.

By far and away the stand-out event of the year was our Mexican Fiesta, as part of the NSW Seniors Festival. It was lovely to participate in such a joyous event.



In spite of COVID, we relaunched Your Rotary D-Caf, a dementia café for people with dementia, their carers and family members.

Your Rotary D-Caf is a partnership project with the Rotary Clubs of Crows Nest, North Sydney, North Sydney Sunrise and Northbridge.



Staffing was stable for most of the year. In April, we farewelled Community Engagement Coordinator, Johanna Lawrence, keen to broaden her horizons, along with Casual Community Support Worker, Jo Goch, off to finalise her studies.

We were delighted to see Food Services Manager, Amy Budden, recognised for her hard work over many years, with a Pride of Workmanship Award, presented by the Rotary Club of Crows Nest.

I am so grateful for the efforts of our dedicated volunteers and committed staff, many of whom have gone above and beyond, to support vulnerable members of our community through extraordinary times.

I am proud of what we have achieved for our community, the practical day to day assistance, but most of all the joy we bring to peoples' lives.

Denise Ward
Executive Officer



Activities

In 2021-22, the Crows Nest Centre offered 4750 hours of social support for older people.

Sadly, this was half the support we offered in 2020-21. Many regular activities were halted due to COVID-19 Public Health Orders (July to October) and the emergence of Omicron (January to February).

In the months our doors were open, it was lovely to welcome people back to the Centre.

With a focus on social connections, healthy ageing and fostering independence, we encourage people to live their best life.

Friday lunches remain a favourite. People catch up with friends, enjoy morning tea and share a hot meal.

Complementary activities include word games and puzzles, gentle exercises, sing for joy and armchair travel.

Bus outings to places of interest in 2021-22 included a Northern Beaches tour with lunch at Long Reef Surf Club and a visit to the



heritage listed Audley Dance Hall & Cafe, overlooking Audley and the Hacking River.

Those attending the NSW Premier's 2022 Gala Concert were treated to a star-studded line-up including Christine Anu, Shannon Noll and Phil Burton from Human Nature.



Working around COVID-19 lockdowns, monthly movies resumed in December and again in March. People were pleased to return to the cinema in a COVIDSafe manner.

The Rotary Club of North Sydney Sunrise generously donated funds and Cremorne Hayden Orpheum half price tickets.

Thursdays turned into a generic games day, with people enjoying canasta, mah-jong, scrabble, rummikub, chess and table tennis.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Such a professionally organised occasion, together with an excellent lunch and entertainment.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Social activities (knit 'n natter and indoor bowls) attracted a loyal group of regulars, while bingo and trivia became a regular weekly event; participants had a lot of fun celebrating the Queen's Jubilee.

What's in the news challenged perceptions on a range of issues, fostering tolerance and understanding of different viewpoints.

Ageing Well sessions were informative and entertaining. Topics included: osteoporosis and bone health, a virtual visit to the refurbished Albert Hotel, age related macular degeneration and a reptilian visit from Sydney Wildlife Rescue.

Healthy ageing classes (hatha yoga and Feldenkrais) were well supported, with three classes of yoga each week, attended by 40 people. Online bookings became the norm.

For a second year, Christmas only came once. COVID restrictions meant we were unable to celebrate Xmas in July. In December, we hosted two small Christmas lunches, preceded by carols and sing-a-longs.

Valerie Willemsen
Community Support Manager



Chinese Seniors

Chinese Seniors connects and engages older Cantonese and Mandarin speaking people living in the North Sydney area and further afield.

Usually, the group meets at the Chinese Christian Church in Milson's Point twice a month, with up to 20 older participants. However, the continuing threat of COVID-19 saw Church facilities closed for the first half of 2021-22.

A much-anticipated reopening occurred just before Christmas, cautiously permitting a joyous end of year celebration, complete with all the trimmings.



However, as the Year of the Tiger dawned, the Omicron wave of COVID-19 was peaking, once again delaying a return to usual activities.

Everyone was relieved when usual celebrations such as Easter, Mother's Day and Dragon Boat Festival were able to return.

Once again people were able to participate in a range of healthy ageing activities such as gentle exercise, birthday celebrations, craft and mooncake making. Participants welcomed the return of morning tea snacks and a specially prepared hot lunch.

Sixteen dedicated volunteers contribute time, energy and enthusiasm to activities and meal preparation. The volunteers' outstanding effort, over many years, is the key to the group's success. We were delighted these committed volunteers could join us for a festive afternoon tea in December, so we could say thanks for their ongoing efforts.

Special thanks to Pastor Caroline Dong who assists the volunteers and helps coordinate activities, with Crows Nest Centre staff visiting regularly to offer support.

Due to COVID-19 it was an unusually quiet year, with Chinese Seniors looking forward to meeting up with old and new friends more often in the coming year.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

感謝您給我們的所有幫助

Thank you for all the help you gave us.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Valerie Willemsen
Community Support Manager

Community Engagement

The Crows Nest Centre works with individuals and groups to identify and address issues that impact on community wellbeing, such as social isolation. We help people in the short-term, as well as forge long-term relationships.

Our clients include people who are ageing, unwell, living with disability, homeless or at risk of homelessness, as well as parents.

During the COVID lockdown (July – October) and the rise of Omicron (January – February), many people became socially isolated from friends, family and their local community. Upon reopening, we have actively encouraged community participation and social inclusion.



Local support

At Christmas, the Rotary Club of Crows Nest's Tree of Joy collected gifts. Community Support Manager, Valerie Willemsen, was our stand-in Santa, delivering gifts to clients.



Cammeray Public School, Crows Nest Uniting, Northside Baptist, Waverton Hub and Crows Nest Centre volunteers donated items to our Christmas hampers.

Each item was accompanied by a card, handmade by students from Marist Catholic College North Shore, North Sydney Demonstration School, Crows Nest Uniting Church's Preschool and Northside Baptist's Sunday School.

The schools also created much loved cards for Easter, while Loreto Kirribilli Junior School students offered up a bounty of Easter eggs.

Sadly, due to COVID-19, neither the Crows Nest Festival nor Carols in Ernest Place were able to proceed.

Your Rotary D-Caf

Your Rotary D-Caf, a monthly café for people with dementia, their families and carers, resumed in March.

Activities at each café event include morning tea, gentle exercises, games and puzzles, along with occasional guest speakers on topics of interest.

In 2022, we welcomed former Rotarian and retired physiotherapist, Wendy Goldring, as a voluntary gentle exercise instructor.



I absolutely thoroughly enjoyed participating in the "whole" D-Caf this morning and meeting and spending time with staff, clients and volunteers.



The dementia café is a partnership project operated by the Rotary Clubs of Crows Nest, North Sydney, North Sydney Sunrise and Northbridge, along with the Crows Nest Centre.

The café is led by a representative group of Rotary volunteers, who collaborate with the Crows Nest Centre to plan café activities. Monthly cafés are ably supported by 20 trained, dementia aware Rotarians.

NSW Seniors Festival

Olé! It's A Mexican Fiesta was the feature event of our 2022 Seniors Festival celebrations, supported by North Sydney Council.

When you think of fun and festivity, you think of Mexico. Fiesta como si no hubiera un mañana: party like there's no tomorrow!

The day was a fun-filled celebration with tasty Mexican food and entertainment.

Mexican wedding cake biscuits, yummy tortillas with guacamole and salsa, and delicious tres leches (three milk) cake were enjoyed by all.

The Fiesta Viva Mariachi Trio stole the show and won more than a few hearts. The day also featured some lively games and trivia.





Sombreros off to our staff, who put in an amazing effort to bring the room to life, with special bunting and handcrafted decorations.

People who are homeless or at risk

Our community shower was well patronised by people sleeping rough, in cars, couch surfing and in low cost accommodation. A shower and a hot meal can go a long way to restoring someone’s dignity.

Staff offer information, housing advice and referral to other services.



I have an apartment. I move today. Thank you for your help, especially putting me in contact with the Access and Inclusion Officer at Council. I could have been waiting for 15 years. Thanks so much.



Parenting and healthy relationships

The Crows Nest Centre is a founding member of the Crows Nest Safe Village Project, a

partnership between local councils, churches, community organisations and interagencies.

The project aims to identify, respond to and reduce all forms of domestic abuse in our community.

In September, mindful of the impact of COVID lockdowns on personal relationships, Crows Nest Safe Village Project

facilitated access to Hair 3Rs online domestic violence training for 20 local hairdressers and beauticians. The training was well received.



Two successful in-conversation events, presented by award winning journalist Jess Hill, were held at the Centre.

In March, the Lower North Shore Domestic Violence Network organised *See What You Made Me Do: Calling Out Coercive Control*, followed in May by the Lower North Shore Child and Family Interagency event *Recognising and Preventing Coercive Relationships: Promoting Respectful Relationships*.

Denise Ward
Executive Officer

Community Support

The Community Support team is at the heart of the Crows Nest Centre, delivering services and activities to people who are frail, isolated or living with a disability.

Our services and activities promote independence, foster social connection and community participation.

The Community Support Manager is often the first point of contact for new clients. An initial interview takes place in a person's home or at the Centre.

The focus is individual needs, setting goals, working out how the Centre can assist and offering information and advice about other agencies.

Navigating My Aged Care

'My Aged Care', established by the Australian Government, enables older people to find and access aged care services.

Details about how to access My Aged Care are featured on the Centre's website, while

posters and brochures are prominently displayed throughout the Centre.

Direct access to My Aged Care works well for some older people, their family members and carers, but proves challenging for others. As a result, the Centre often becomes the conduit for access to My Aged Care.

Once a client has registered with My Aged Care, a Regional Assessment Service will usually meet with the older person and refer them to aged care services.

In most cases when we receive a new referral, especially for in-home support (home delivered meals, linen, assisted shopping or transport, friendly home visiting), we arrange for a staff member to do a home visit and complete a safety checklist.

We try to ease the burden of paperwork by establishing good rapport and focusing on what is important to the person.

Once a year Community Support and Food Services team members conduct client



reassessments, talking with people about their strengths, interests, hopes for the future and how best to maximise independence, health and wellbeing.

COVID Care

In 2021-22 many of our older clients were housebound and socially isolated due to COVID-19 restrictions.

During the lockdowns staff made many wellness calls, especially to older people living alone. These calls were especially valued by people unable to maintain regular contact with family and friends. A listening ear and reassurance often made a world of difference.

Keen to let people know they were still in our thoughts, Social Support Coordinator, Olga Telepova, created COVID Care Packs including knitted hearts, tea and chocolates, accompanied by cards from Cammeray Public School students.



I would like to say a big thank you for the care and support you are giving us during this difficult time.



Staff creativity came to the fore with the assembly of fortnightly travel packs full of fun facts, word searches, crosswords and even a recipe or two. The packs proved popular and often gave a focus to regular wellness calls, when little else had changed in peoples' lives.



Staffing and COVID-19

Penny How continued as the Linen Service Coordinator, proving to be a reliable and dedicated worker.

Olga Telepova, Jo Goch and Johanna Lawrence (returning from parental leave in February) all excelled at coordinating a committed group of volunteers to arrange shopping, transport and social activities to enable older people to remain independent at home, as well as get out and about in the community, when able to do so.

Reluctantly, we farewelled both Jo Goch and Johanna Lawrence in April. Jo to complete her social work studies and Johanna to pursue a new career direction.

Rehabilitation Counsellor and Master of Social Work Student, Sandi Glass, undertook a placement with us during the COVID lockdown, enhancing her community sector knowledge.

Valerie Willemssen
Community Support Manager

Computer Club

Over the past year, the Computer Club delivered one-on-one lessons, with training tailored to meet student needs.

Interest has predominantly been about laptops, tablets and smart phones (Android and Apple), rather than desktop computers. In response, the Club has refocused its training towards portable technologies.

Mindful of the vulnerability of both our older students and tutors, the Computer Club has taken a cautious approach to reopening after the 2021 extended COVID-19 lockdown and the spread of Omicron in early 2022.

Individual sessions resumed in November and ran until Christmas. Omicron curtailed the reopening of the Club until March, when students were once again able to attend lessons. A total of 36 sessions, with one eager student returning nine times.



Over the years I have found it necessary for my computer skills to be made better, and of course my first point of call would be the Computer Club within the Crows Nest Centre. I cannot speak highly enough of David. His professionalism, kind and caring manner is so wonderful.



COVIDSafe practices were adopted, including vaccination of volunteer tutors, wearing of masks, physical distancing, sanitising frequently touched surfaces and practising hand hygiene.

David Bruce-Steer
Crows Nest Computer Club



Food Services

Meals on Wheels offers an affordable food service to frail older people and people with a disability.

On weekdays, enthusiastic volunteers deliver hot, chilled and frozen meals to people living in Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahons Point, Milsons Point, Neutral Bay, North Sydney, St Leonards, Waverton and Wollstonecraft.

In 2021-22, 145 people received almost 14,000 delivered and community restaurant meals.

Demand picked up during the 2021 COVID-19 lockdown, especially when some items were in short supply and supermarket shelves were once again stripped bare.

Some chose to continue receiving meals when gathering and movement restrictions eased, while others returned to their former arrangements.

Complimentary COVID-19 hygiene packs, comprising Glen 20 and Pine O Clean products, were generously donated to all Meals on Wheels clients, as a result of a partnership between Meals on Wheels NSW, Woolworths and Reckitt Benckiser.

Meals on Wheels makes a real difference to peoples' lives and is only possible because of the support of our dedicated volunteers. Around 45 people volunteered for Meals on Wheels during the year.



Previously we strove to rejig rosters balancing the enthusiasm of volunteers aged 70 years and over, who had been suspended during the 2020 lockdown, with the desire of new volunteers eager to continue with us.

As a result, we were in the fortunate position this year of not needing to actively recruit. Nonetheless seven ready, willing and able volunteers sought us out.

Our weekday centre-based lunches offer the opportunity to socialise and a balanced meal for people who are ageing, living with a disability or are homeless.

Activities like knitting, indoor bowling, bingo and trivia, sing for joy and ageing



I would just like to say we were impressed with yesterday's meals. The fish cakes and the rice balls, both with beans, were cooked beautifully.



well information sessions, offer added value for clients.

Door to door community transport is available on Fridays.

It was a joy to reopen our dining room and welcome people back to the Centre, after the 2021 COVID-19 closure and sad to see it close again as Omicron took hold in early 2022.

Catering

The Food Services Team caters for meetings, activities like Homework Help and special events such as NSW Seniors Festival, as well as venue hirers.

Working with staff across the Centre, the Food Services team catered for themed lunches including client Christmas lunches, our Volunteer Festive Afternoon Tea, Australia Day, St Patrick's Day and our special Mexican Fiesta Seniors Festival event.

Torrens University Australia and events

Torrens University Australia, formerly William Blue College of Hospitality Management, continued as a major venue hirer, their students and teachers making full use of our commercial kitchen.



Staffing, training and development

In response to staffing shortages due to Public Health Orders, Kitchen Hand Paul Buhne worked extra hours and Venue Coordinator, Graham O’Hearn assisted with meal deliveries.

COVIDSafe instruction to volunteers saw us asking volunteers to wear masks, practise hand hygiene, provide proof of

COVID vaccination status, remain at home if unwell and self-administer a RAT or seek a PCR test, and isolate for 7-14 days if COVID positive or a close contact of someone who was COVID positive.

During the year, I attended regional Meals on Wheels meetings on Zoom, networking and keeping abreast of developments in service provision and government policy.



Volunteers

Weekday volunteer assistance was maintained in the Pat Brunton Room, helping clients with morning tea and community restaurant lunches. Dining Room volunteer, Gay Banks, came several times a week, frequently recalling each person’s preferred tea or coffee order.

We were pleased to nominate dedicated volunteer David Pisani, for a North Sydney Community Service Award.

Special thanks to all of the volunteers who filled unexpected gaps in the roster when staff and volunteers were unwell or isolating and unable to complete their regular duties.

Amy Budden
Food Services Manager

Linen Service

The Linen Service is for frail older people, as well as a few younger people with a disability living in North Sydney and Mosman Local Government Areas. In 2021-22 the Linen Service provided almost 2000 occasions of service.

The service provides fresh sheets, towels and pillowcases. Clients' beds are stripped and remade by volunteers according to clients' instructions and personal preferences. Soiled linen is returned to the Centre and commercially laundered.

Flexible service

Service is provided fortnightly, but can be adjusted to weekly or monthly, based on individual needs.

We pride ourselves on delivering a flexible service, and where possible, will

rearrange delivery to avoid conflict with other appointments.

During the extended 2021 COVID-19 lockdown, careful thinking was required about how to best provide the service. Again, we asked if clients had a relative, friend, neighbour or other service provider who might be able to assist them, to strip and remake their bed.

Where possible we became a 'drop and pickup service', supplying fresh sheets and towels, collecting soiled linen and taking care of the laundry.

For clients without any other means of support, volunteers continued to strip and remake their beds. As the lockdown grew from weeks to months, more and more clients actively sought our return to bedmaking, having prevailed upon others for quite some time.



During lockdown, some people chose to suspend the service, trying to limit the number of people entering their home, in the hope of limiting infection for themselves or relatives.

With the lifting of COVID-19 restrictions, the resumption of bed making was approached cautiously. Volunteers were asked to show proof of COVID vaccination and continue to wear masks and practise hand hygiene. They were also asked to stay home, if unwell.

New clients

During 2021-22, 135 people received the Linen Service, including 15 new clients.

Since the introduction of My Aged Care and Regional Assessment Services, we have noticed many older people are accessing home care packages, providing general help with housework, instead of help with heavier household tasks such as changing bedding and laundering of sheets. This has impacted referrals to the linen service.

Volunteers help people connect

Our generous and dedicated volunteers are key to the service's success. This year, around 35 volunteers participated weekly, fortnightly or monthly, with others on call to fill unexpected gaps.

Volunteer gaps were more frequent as COVID restrictions eased and more people in the community became unwell. Special thanks to those volunteers who stepped up to help.

Many of our clients are mobility impaired, with limited opportunities to leave home.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

I would like to take this opportunity to tell you how much I have appreciated your services. I could not have stayed in my home without them as my clothesline is on the roof with two flights of stairs leading to it and wet sheets are heavy.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Our volunteers provide much more than a bed making service, engaging in friendly conversation and helping connect people with the outside world. They bring a smile and social connection to our clients' lives.

Volunteers delivered Easter eggs, Christmas hampers and handmade cards from local school students. These gifts and cards brought much joy and happiness, leading to many appreciative calls and thankyou letters.

The service receives considerable praise from clients and family members, while our volunteers derive enormous pleasure from providing the service.

Commercial laundry

Laundry and Dry Cleaning Services supplied our commercial laundry service for a fourth year, one again proving to be an efficient, quality operator.

Penny How
Linen Coordinator

Migrant Services

Mutual Understanding, Support, Tolerance and Respect (MUSTER) funding supported by the former Member for North Sydney, Trent Zimmerman, concluded at the end of 2020-21.

As a result, the Centre resumed delivery of migrant services without Government funding, drawing on the skills, experience and cultural understanding of a small group of dedicated volunteers.

We welcome people from a diverse range of cultural and linguistic backgrounds, encouraging participation in their community and in the life of our Centre.

Employability workshops

Reach Your Potential: Employability Workshops for skilled migrants ran from July to Sept 2021 and May to June 2022.

Supported by North Sydney Council and facilitated by Janice Hui and Linda Bisnette, the workshops focus on writing a career story, crafting a resume, presentation technique and interview skills.

Dedicated volunteer coaches and workshop facilitators offer one-on-one

mentoring for each participant, underpinning the program's success.

Workshop formats were adapted to meet COVID-19 restrictions.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

I could feel how much genuine effort you put into me and the workshops. I have learnt the processes that will help me get the job I want.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Highly motivated, 67% of participants obtained employment within two months of course completion, testament to the hard work of participants and their coaches.

Homework help

Homework help supports primary school children from culturally and linguistically diverse backgrounds.

NSW Public Health Orders continued to discourage mixing between schools and





between children of different age groups. In response, Homework Help ceased until May 2022.

To the delight of primary school pupils, their parents, high school student mentors and adult volunteers, Homework Help reopened with six pupils, most from Japanese families.

Staff member, Mel Corner, coordinated Homework Help, supervising high school mentors and adult volunteers. High school students from North Sydney Girls and Shore mentored the pupils.

Harmony Week

In the wake of COVID-19, concerns about the gathering of large numbers of people meant the Centre's usual celebrations for Harmony Week were not possible.

Instead, North Sydney Council partnered with Studio A, migrant representatives from the Crows Nest Centre and Sydney Multicultural Community Services,

commissioning Studio A artist, Jaycee Kim, to create a multicultural artwork.

In March, *Multicultural Harmony at Luna Park*, was launched by North Sydney Council Mayor, Zoë Baker.

Jaycee's vibrant artwork of local people in national costumes, at the entrance to one of the area's iconic landmarks, incorporates the orange colour of Harmony Week in the clouds, a nod to Jaycee's own cultural heritage.

English conversation

Beginner and Intermediate English conversation classes are offered at the Centre weekly, during school terms. In 2021-22, around 50 students attended.

Experienced volunteer teachers Frank Mansour and John Wagner, along with more recent volunteers Kathy Whitehead, Malcolm Lindsay and Elizabeth Woodhams, work with students on their reading, writing, speaking and listening skills.

Bollywood music

Collaborating with AASHA Australia Foundation, the Centre resumed monthly Bollywood music in time to celebrate Diwali in November.

This proved a highlight, with handcrafted bunting, candles and flowers. People donned their best saris and enjoyed delicious food, music and COVIDSafe dancing.

The new year arrival of Omicron saw Bollywood Music take an extended break until June.

Persian morning tea

Ordinarily, up to 30 people gather monthly to share food, culture and tips on how to make the most of life in Australia. Guest speakers, presenting in Farsi, cover diverse topics. With concerns about COVID-19, the group was reluctant to meet in 2021-22.

In the latter part of the year, Persian Morning Tea Convenor and award winning Iranian artist, Shokufeh Kavani, along with calligrapher Arash Nedaiee, staged a unique exhibition, *Persian Graffiti*, at Chatswood's Art Space on the Concourse. Together their art explores the interface between Persian calligraphy and modern Iranian paintings.

Parent groups

When family and friends live overseas, being a new parent can be difficult and often leads to feelings of isolation.

Our Japanese and Spanish speaking mothers' groups help parents establish strong social and cultural connections.

This year 15 Japanese and 20 Spanish speaking mothers came to the Centre with their children, with toys and translated story books made available.



Spanish speaking mothers celebrated Christmas with a fun-filled party, South American treats and children's activities.

Staffing

Until April, Jo Goch supported Japanese and Spanish speaking mothers to run group activities.

Mel Corner coordinated Homework Help and supported and encouraged English Conversation volunteers.

Jessica Batchelor provided administrative support to the Employability Workshops.

Denise Ward
Executive Officer

Social Support

Crows Nest Centre's Social Support Service provides assisted shopping and transport, as well as matching clients with volunteers for friendly home visits.

For many clients, social support is their only source of assistance and connection to the community.

Around 115 people accessed 1000 hours of individual social support in 2021-22.

Assisted shopping, home visiting and wellness calls

In 2021-22 we supported 30 people with volunteer assisted shopping and transport or a friendly home visit.



Thank you to the knitting group, what love and care has gone into thinking about us. I cherish my 'heart coaster'. Such great work in these sad times.



Activities ranged from shopping to errands, to having a cuppa and a chat.



Before COVID vaccinations were readily available, many of our regular clientele were hesitant to venture too far from home, preferring to maintain contact by phone, rather than in person.

One of the main benefits of individual social support is the regular contact between clients and volunteers, allowing a relationship to grow in a safely monitored environment.

COVID restrictions on movement and gathering meant personal connections became a lifeline for those who were isolated.

Together, volunteers and staff phoned over 80 people regularly to check on their health and wellbeing.

To help pass time during isolation, the Community Support team assembled and posted fun filled activity packs to 40 people, once a fortnight. These proved to be a huge hit.

Recognising the excellent contribution made by social support volunteers Alison Posney and Tim Brodie, they were both nominated for a North Sydney Community Service Award.

Shopping by phone

The home shopping delivery service assists clients who are unable to access the supermarket on their own. We have 15 regular clients utilising the service.

Clients call the Centre and read their shopping list over the phone. Details such as brands and sizes are clarified and items are entered on grocery websites.

Clients nominate a suitable delivery time, usually the following day, with all payments made direct to the supplier.

Staff and volunteers establish great rapport with clients, chatting regularly by phone. Frequent contact allows the

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Thank you very much for all you have done for me over the years. You people fill in an enormous gap in older peoples' lives and I admire what you do tremendously.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Centre to monitor client progress and offer additional support if needed.

Dedicated volunteer Rosemary Cheung is the Centre's mainstay for shopping by phone.

After extended COVID isolation, these phone calls were valued more than ever.

Olga Telepova
Social Support Coordinator



Venue Hire

The Crows Nest Centre relies on venue hire income to underpin our operations.

During 2021-22, we had a total of 119 room hire clients. Income was \$164,217, down on previous years due to COVID restrictions and closure for six months.

Our biggest source of venue hire income came from Torrens University Australia (formerly William Blue College of Hospitality Management), our commercial kitchen hirer. Our top 20 clients accounted for 51% of all other venue hire income.

We welcomed a variety of customers for events, meetings and training, children’s activities and exercise groups.

Rooms are also used for our own activities, including hatha yoga and Feldenkrais, English conversation, homework help, employability workshops and parent education seminars.

Our six rooms are equipped with modular furniture, whiteboards, flip charts and screens. Options include TV, data projector and sound systems, wireless connection and light refreshments.



The booking service is amazing. Rooms and facilities are always clean and well presented, and the staff are welcoming, kind and professional.



Reopening after the 2021 COVID lockdown and again after the spread of Omicron in early 2022, saw capacity limits and physical distancing enacted, limiting the availability of our smaller rooms.

Prominent health and safety signage encouraged people to check in, vaccinate, distance, wear masks and sanitise.

Fred Dafforn, Andrew Lang, Bruce Sweeting and Joe von Bornemann all continued as Venue Supervisors. Bruce was recognised for 20 years of service as a Venue Supervisor.

Graham O’Hearn
Venue Coordinator



Volunteering

The Volunteer Coordinator recruits volunteers to assist with Community Engagement, Computer Club, Community Restaurant, Linen Service, Meals on Wheels, Migrant Services, Social Support and other activities.

Dedicated and committed, our volunteers love what they do. Twenty-two new volunteers joined in 2021-22 and the Centre has over 200 active volunteers.

We hosted a festive afternoon tea in December to thank volunteers for their efforts during the extended 2021 COVID-19 lockdown.

Due to continuing concerns about COVID, sadly no National Volunteer Week celebrations took place in 2022.



Thank you for all you've done this year to keep volunteers motivated and feeling valued. I know there's a huge amount of work you do behind the scenes and it is much appreciated.



Lower North Shore Volunteer Coordination sponsored a volunteer movie night in May, a gesture to thank volunteers for their efforts in response to



the pandemic. They also hosted a recruitment expo and first aid training for social support volunteers.

We were delighted to nominate a number of outstanding volunteers for the North Sydney Community Service Awards. Congratulation to award recipients Tim Brodie, Alison Posney, Sue Rodwell and David Pisani.

To ensure a COVIDSafe environment for clients, volunteers and staff, and also meet aged care regulatory requirements, all of our aged care volunteers were asked to obtain three doses of COVID vaccination and provide proof of vaccination.

Ongoing voluntary administrative support from Rosemary Cheung proved invaluable.

Mel Corner
Volunteer Coordinator



Financial Report

for the year ended 30 June 2022

NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

INDEX

Directors' Report	2
Auditor's Independence Declaration	6
Statement of Comprehensive Income	7
Statement of Financial Position	8
Statement of Changes in Equity	9
Statement of Cash Flows	10
Notes to the Financial Statements	11
Directors' Declaration	17
Directors' Declaration - Charitable Fundraising Act	18
Independent Auditor's Report	19

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**DIRECTORS' REPORT
for the year ended 30 June 2022**

The directors of North Sydney Community Service Limited present their report for the year ended 30 June 2022.

DIRECTORS

The directors in office at any time during or since the end of the year are:

Ms Nicola Atmore	Appointed May 2019	
Mr Joshua Dowton	Appointed October 2018	
Ms Janice Hui	Appointed June 2021	
Mr Mowen Lee	Appointed April 2021	
Ms Alice Martin	Appointed October 2018	
Dr Christopher Scarf	Appointed April 2014	
Ms Virginia Udy	Appointed April 2019	
Mr Thaddeus Wziontek	Appointed June 2013	Resigned November 2021

Directors have been in office since the start of the financial year to the date of this report, unless otherwise

INFORMATION ON DIRECTORS

Name	Occupation	Special Responsibilities
Ms Nicola Atmore	Company Director	Services Committee
Mr Joshua Dowton	Pastor	Services Committee Finance & Risk Committee
Ms Janice Hui	Organisation Development Consultant	Services Committee
Mr Mowen Lee	Risk Management Consultant	Finance & Risk Committee
Ms Alice Martin	Senior Investment Professional	Finance & Risk Committee
Dr Christopher Scarf	Health Care Consultant	Chair
Ms Virginia Udy	Company Director	Services Committee
Mr Thaddeus Wziontek	Company Director	Finance & Risk Committee

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**DIRECTORS' REPORT
for the year ended 30 June 2022**DIRECTORS' MEETINGS

During the financial year, 8 meetings of directors were held. Attendances by each director during the year are as follows:

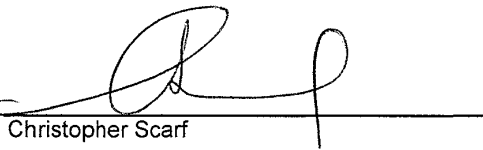
	<u>Number Eligible to Attend</u>	<u>Number Attended</u>
Ms Nicola Atmore	7	6
Mr Joshua Downton	7	7
Ms Janice Hui	7	7
Mr Mowen Lee	7	7
Ms Alice Martin	7	5
Dr Christopher Scarf	7	7
Ms Virginia Udy	7	7
Mr Thaddeus Wzientek	3	3

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act*

Signed in accordance with a resolution of the directors.

Director



Christopher Scarf

Dated this

25 day of October 2022

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**DIRECTORS' REPORT
for the year ended 30 June 2022****Principal Activities**

The principal activity of the company during the financial year was the provision of community services that connect the community, sustain wellbeing and reduce social isolation.

The company's *Strategic Directions 2020-2025* identifies strategic initiatives and objectives:

Build on existing (and develop new) strategic alliances

- Expand the range and scope of healthy ageing activities;
- Establish a dementia café and iPad lending library;
- Build on established relationships with AASHA and Chinese Christian Church;
- Explore partnership opportunities for supporting families and healthy relationships;
- Reaffirm North Sydney Council's Homelessness Memorandum of Understanding.

Prepare and position for ageing and disability reform

- Management to monitor Aged Care and Disability Royal Commissions and assess implications;
- Identify other agencies servicing older people, people with a disability, migrants, parents and people who are homeless or at risk and possible cooperative arrangements.

Service development, quality review and evaluation

- Expand the range of social and creative ageing options;
- Continue to review and update client focused aged care policies and procedures;
- Review Aged Care Diversity Framework and Centre's inclusive actions;
- Prepare for and participate in triennial aged care quality review;
- Continue to improve migrant services registration and service delivery data;
- Enhance referral pathways to housing and homelessness agencies.

Uplift brand and marketing

- Launch new website to promote services and activities to older people, people with a disability, migrants, parents, people who are homeless and referral agencies.

Diversify funding sources

- Identify and seek access to potential funding to support healthy ageing;
- Investigate and pursue additional funding options to sustain existing migrant services;
- Investigate and pursue additional funding options to expand role with parents;
- Finalise a Fundraising Strategy.

Recognise and support our volunteers and staff

- Providing training and development opportunities to support work with our target groups;
- Conduct volunteer appreciation events and nominate volunteers for awards;
- Recognise and reward high quality staff achievements.

The company's long term objectives are drawn from its constitution, vision and mission:

- To prevent, where possible, any incidence of poverty and provide assistance to relieve poverty, sickness, suffering, distress, misfortune, destitution or helplessness of any person in the local community, focused primarily on the North Sydney Area;
- To provide inclusive, responsive and accessible programs and services which contribute to and sustain community wellbeing, reduce social isolation and enhance quality of life for people in the local community, primarily focused on the North Sydney Area; and
- To subsidise these community programs and services by providing venue hire facilities to commercial and community organisations.

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**DIRECTORS' REPORT
for the year ended 30 June 2022**

To achieve these objectives, the company has implemented the following despite the impact of COVID-19 on client access to services and the availability of staff members and volunteers:

Build on existing (and develop new) strategic alliances

- Continuity of Joint Strategic Plan with North Sydney Council;
- Continuity of Commonwealth Home Support Programme funding;
- Continuity of Torrens University Australia as a venue hirer and event supporter;
- Ongoing support for Chinese Seniors at Chinese Christian Church, Milson's Point;
- Ongoing support for Bollywood Music with AASHA Foundation;
- Ongoing support for a dementia café in partnership with local Rotary Clubs;
- Community engagement with Crows Nest Safe Village, local businesses and parents;
- Partnerships with local schools, churches, service clubs and businesses;
- Active participation in community, service specific and volunteer networks.

Prepare and position for ageing and disability reform and local development

- Management participation in a range of Aged Care Reform consultations, webinars and training events to inform future service provision;
- Responded to Council proposals for redevelopment of the Holtermann Street Carpark.

Service development, quality review and evaluation

- Initiated and supported creative and healthy ageing (e.g. Singing for Joy);
- Culturally inclusive calendar of special events (e.g. Diwali, Christmas, NSW Seniors Festival including successful Mexican Fiesta feature event);
- Older people supported to access centralised assessment and referral to enable informed choices about Centre services and activities and access to other supports;
- Hosted *Ageing Well* sessions on lifestyle, health and safety, and general knowledge;
- Services Committee monitored aged care reforms, delivery data and client feedback;
- Maintained A Grade food safety rating;
- Ongoing support for migrants to meet, develop skills and engage with their community;
- Provided meals, showers, and referrals for people who are homeless or at risk.

Uplift brand and marketing

- Continued to develop and enhance the Centre's new people focused website;
- Added a translation Hub to the Centre's new people focused website;
- Continued to develop and enhance the Centre's new Facebook page;
- Participation in aged care, migrant services and volunteer expos.

Diversify funding sources

- Implemented COVID-19 Emergency Meals Funding;
- North Sydney Council small grants supported Realise Your Potential: Employability Workshops for skilled migrants, Festive Hampers and Seniors Festival feature event;

Recognise and support our volunteers and staff

- Staff participated in a wide variety of training and development opportunities;
- Food Services Manager awarded Rotary Pride of Workmanship Award;
- Executive Officer and volunteers received North Sydney Community Service Awards;
- Volunteer appreciation events supported by Torrens University Australia.

Additional actions taken in response to COVID-19

- Comprehensive COVID-19 risk mitigation strategies endorsed by Board;
- Board prioritised nourishment, assisted shopping and linen delivery to older clients;
- Managed closures and COVIDSafe openings in response to Public Health Orders;
- Responded to social isolation experienced as a result of COVID closures.



Nexia Sydney Audit Pty Ltd
Level 16, 1 Market Street
Sydney NSW 2000
PO Box H195
Australia Square NSW 1215
p +61 2 9251 4600
f +61 2 9251 7138
e info@nexiasydney.com.au
w nexia.com.au

AUDITOR'S INDEPENDENCE DECLARATION

To the Directors,

North Sydney Community Service Limited

In accordance with the requirements to section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as auditor for the audit of North Sydney Community Service Limited for the year ended 30 June 2022, I declare that, to the best of my knowledge and belief, there have been:

- no contraventions of the auditor independence requirements of the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

Nexia Sydney Audit Pty Limited

A handwritten signature in black ink, appearing to read "B. Hanger".

Brett Hanger
Director

Dated at Sydney, this 25th day of October 2022

Nexia Sydney Audit Pty Ltd (ABN 77 606 785 399) is a firm of Chartered Accountants. It is affiliated with, but independent from Nexia Australia Pty Ltd. Nexia Australia Pty Ltd is a member of Nexia International, a leading, global network of independent accounting and consulting firms. For more information please see www.nexia.com.au/legal. Neither Nexia International nor Nexia Australia Pty Ltd provide services to clients.

Liability limited under a scheme approved under Professional Standards Legislation.

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2022**

	Note	2022 \$	2021 \$
Revenue	2	1,378,910	2,050,736
Employee benefits expense		(992,123)	(1,073,716)
Depreciation and amortisation expenses		(9,869)	(16,838)
Other expenses		(451,485)	(506,116)
Profit/(loss) for the year		<u>(74,568)</u>	<u>454,066</u>
Other comprehensive Income		-	-
Total comprehensive (loss)/income for the year		<u>(74,568)</u>	<u>454,066</u>
Profit/(loss) attributable to the entity		<u>(74,568)</u>	<u>454,066</u>

The accompanying notes form part of these financial statements.

7

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

STATEMENT OF FINANCIAL POSITION
as at 30 June 2022

	Note	2022 \$	2021 \$
Current Assets			
Cash and cash equivalents	4	1,328,441	1,351,801
Trade and other receivables	5	71,164	59,791
Inventories	6	3,906	3,906
Total Current Assets		1,403,511	1,415,498
Non-Current Assets			
Property, plant & equipment	7	43,854	48,937
Right-of-use asset	8	5,656	10,442
Total Non-Current Assets		49,509	59,379
Total Assets		1,453,020	1,474,876
Current Liabilities			
Trade and other payables	9	117,844	90,980
Lease liabilities	10	6,013	5,104
Short-term provisions	11	233,075	214,834
Total Current Liabilities		356,932	310,918
Non-Current Liabilities			
Long-term provisions	11	58,485	45,774
Lease liabilities	10	-	6,013
Total Non-Current Liabilities		58,485	51,787
Total Liabilities		415,416	362,705
Net Assets		1,037,604	1,112,172
Equity			
Reserves		878,214	879,110
Retained earnings		159,389	233,061
Total Equity		1,037,604	1,112,172

The accompanying notes form part of these financial statements.

8

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2022**

	Reserves	Retained Earnings	Total
Balance at 1 July 2020	366,389	291,717	658,107
Profit/(loss) for the year	-	454,066	454,066
Transfer to/(from) reserves	512,721	(512,721)	-
Balance at 30 June 2021	879,110	233,061	1,112,172
Profit/(loss) for the year		(74,568)	(74,568)
Transfer to/(from) reserves	(896)	896	-
Balance at 30 June 2022	878,214	159,389	1,037,604

The accompanying notes form part of these financial statements

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**STATEMENT OF CASH FLOWS
for the year ended 30 June 2022**

	Note	2022 \$	2021 \$
Cash Flow from Operating Activities			
Receipts in the course of operations		1,473,924	2,204,068
Payments to suppliers and employees		(1,493,315)	(1,751,972)
Interest received		2,595	7,434
Finance costs on lease liabilities		(1,460)	(2,019)
Net cash provided by (used in) operating activities	13(b)	(18,256)	457,511
Cash Flow from Investing Activities			
Payments for property, plant and equipment		433	-
Net cash provided by (used in) investing activities		433	-
Cash flow from Financing Activities			
Repayment of lease liabilities		(5,539)	(4,545)
Net cash provided by (used in) financing activities		(5,539)	(4,545)
Net increase (decrease) in cash held		(23,362)	452,966
Cash at beginning of the year		1,351,801	898,835
Cash at end of the year	13(a)	1,328,441	1,351,801

The accompanying notes form part of these financial statements.

10

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2022

1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The directors have prepared the financial statements on the basis that the company is a non-reporting entity because there are no users who are dependent on its general purpose financial reports. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the *Corporations Act 2001*.

The financial statements have been prepared in accordance with the mandatory Australian Accounting Standards applicable to entities reporting under the *Corporations Act 2001* and the significant accounting policies disclosed below, which the directors have determined are appropriate to meet the needs of members. Such accounting policies are consistent with the previous period unless stated otherwise.

The financial statements have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The accounting policies that have been adopted in the preparation of these financial statements are as follows:

a. Income Tax

The company is a registered charity and is exempt from income tax.

b. Inventories

Inventories are measured at the lower of cost and net realisable value.

c. Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

The depreciable amount of plant and equipment is depreciated over their useful lives to the company commencing from the time the asset is held ready for use.

d. Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the consolidated entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2022**

e. Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Short-term leases and leases of low-value assets

The Company short-term leases are those that have a lease term of 12 months or less from the commencement. It also applies the lease of low-value assets recognition exemption to leases that are below \$7,500. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

f. Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

g. Employee Benefits

Provision is made for the company's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits have been measured at their nominal amounts.

Long service leave is accrued on a pro rata basis for those employees with more than five years continuous service with the company at current rates of remuneration and in accordance with requirements of applicable industrial awards and legislation.

Contributions are made by the company to an employee superannuation fund and are charged as expenses when incurred.

h. Revenue

The Company enters into various arrangements where it receives consideration from another party. These arrangements include consideration in the form of grants, fee for service and sale of goods. The timing of recognition of these amounts as either revenue or income depends on the rights and obligations in those arrangements.

Government grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attaching to them and that the grants will be received. Government grants are recognised in profit or loss on a systematic basis over the periods in which the Company recognises as expenses the related costs for which the grants are intended to compensate.

Interest is recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2022**

i. Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

j. Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

k. New or amended Accounting Standards and Interpretations adopted

The Company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

	2022	2021
	\$	\$
2 REVENUE		
North Sydney Council cash subsidy	427,746	415,600
DSS DOHA	613,071	502,938
DSS DOHA ERO supplement	-	99,885
Other Grants	1,000	206,733
Jobkeeper Subsidy	-	389,100
Meal and Catering	94,346	92,121
Hall & Room hire	125,087	185,823
Kitchen Hire	39,130	77,238
Interest Received	2,595	7,434
Donations & Fund Raising	16,697	17,719
Community Services	50,415	38,099
Other Income	8,822	18,046
	<u>1,378,910</u>	<u>2,050,736</u>
3 PROFIT/(LOSS) FOR THE YEAR		
Profit/(Loss) for the year has been determined after :		
Charging as expenses:		
Remuneration of auditors		
- Audit services	8,400	8,000
	<u>8,400</u>	<u>8,000</u>
4 CASH AND CASH EQUIVALENTS		
Cash on hand	940	940
Cash at bank	13,532	2,585
Cash at bank - direct investments	1,313,969	1,348,276
	<u>1,328,441</u>	<u>1,351,801</u>
Attributable to:		
Asset replacement	238,040	238,040
Bequests	83,867	83,867
Small grants	56,307	57,203
Provisions for employee entitlements	291,559	260,607
Carpark refurbishment reserve	500,000	500,000
Available to fund operations	158,667	212,083
	<u>1,328,441</u>	<u>1,351,801</u>
5 TRADE AND OTHER RECEIVABLES		
Trade debtors	47,424	15,308
Accrued revenue	4,177	19,025
Prepayments	19,563	25,458
	<u>71,164</u>	<u>59,791</u>
6 INVENTORIES		
Stock on hand	3,906	3,906
	<u>3,906</u>	<u>3,906</u>

NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

	2022	2021
	\$	\$
7 PROPERTY, PLANT AND EQUIPMENT		
Plant and equipment - at cost	47,275	47,275
Less accumulated depreciation	<u>(34,436)</u>	<u>(30,167)</u>
	<u>12,839</u>	<u>17,108</u>
Furniture, fixtures and fittings - at cost	2,539	2,539
Less accumulated depreciation	<u>(2,537)</u>	<u>(2,537)</u>
	<u>2</u>	<u>2</u>
Leasehold improvements	48,593	48,593
Less accumulated depreciation	<u>(17,580)</u>	<u>(16,766)</u>
	<u>31,013</u>	<u>31,827</u>
Total Property, Plant and Equipment	<u><u>43,854</u></u>	<u><u>48,937</u></u>
8 RIGHT-OF-USE ASSETS		
Plant and equipment - leased	15,663	15,663
Less accumulated amortisation	<u>(10,007)</u>	<u>(5,221)</u>
	<u>5,656</u>	<u>10,442</u>
9 TRADE AND OTHER PAYABLES		
Trade payables	62,685	43,665
Sundry payables and accrued expenses	<u>55,159</u>	<u>47,315</u>
	<u><u>117,844</u></u>	<u><u>90,980</u></u>
10 LEASE LIABILITIES		
Current		
Lease liabilities	<u>6,013</u>	<u>5,104</u>
	<u><u>6,013</u></u>	<u><u>5,104</u></u>
Non-current		
Lease liabilities	<u>-</u>	<u>6,013</u>
	<u><u>-</u></u>	<u><u>6,013</u></u>
11 PROVISIONS		
Current		
Employee entitlements	<u>233,075</u>	<u>214,834</u>
	<u><u>233,075</u></u>	<u><u>214,834</u></u>
Non-current		
Employee entitlements	<u>58,485</u>	<u>45,774</u>
	<u><u>58,485</u></u>	<u><u>45,774</u></u>

NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

	2022	2021
	\$	\$
12 EVENTS AFTER BALANCE SHEET DATE		
<p>The impact of the Coronavirus (COVID-19) pandemic is ongoing and while it has been financially positive for the company up to 30 June 2022, it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.</p> <p>No other matter or circumstance has arisen since 30 June 2022 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.</p>		
13 CASH FLOW INFORMATION		
(a) Cash at the end of the year, as shown in the Statement of Cash Flows, is reconciled to the related item in the Statement of Financial Position as follows:		
Cash on hand and at bank	<u>1,328,441</u>	<u>1,351,801</u>
(b) Reconciliation of Net Cash used in operating activities to profit/(loss) for the year		
Profit/(loss) for the year	(74,568)	454,066
Depreciation	9,869	16,838
Decrease (Increase) in Receivables	(11,373)	86,162
Decrease (Increase) in Inventories	-	237
(Decrease) Increase in Payables	26,864	(35,255)
(Decrease) Increase in Contract liabilities	-	(92,883)
(Decrease) Increase in Provisions	<u>30,951</u>	<u>28,346</u>
Net Cash Flow Used in Operating Activities	<u>(18,256)</u>	<u>457,511</u>
14 COMPANY DETAILS		
<p>The registered office of the company is: North Sydney Community Service Limited 2 Ernest Place CROWS NEST NSW 2065</p> <p>The principal place of business is: North Sydney Community Service Limited 2 Ernest Place CROWS NEST NSW 2065</p>		

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**DIRECTORS' DECLARATION
for the year ended 30 June 2022**

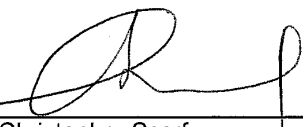
The directors have determined that the company is not a reporting entity and that these special purpose financial statements should be prepared in accordance with the accounting policies described in Note 1 of the financial statements.

The directors of the company declare that:

- 1 The financial statements and notes are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
 - (a) comply with Australian Accounting Standards and Australian Charities and Not-for-profits Commission Regulations 2013; and
 - (b) give a true and fair view of the financial position as at 30 June 2022 and of the performance for the year ended on that date of the entity.

- 2 In the opinion of the directors there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director 

Christopher Scarf

Dated this 25 day of October 2022

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**DIRECTORS' DECLARATION IN RESPECT TO
FUNDRAISING APPEALS UNDER THE CHARITABLE FUNDRAISING (NSW) ACT 1991
for the year ended 30 June 2022**

The Directors of the company declare that:

- (a) the financial statements give a true and fair view of all income and expenditure of North Sydney Community Service Limited with respect to fundraising appeals; and
- (b) the statement of financial position gives a true and fair view of the state of affairs with respect to fundraising appeals; and
- (c) the provisions of the Charitable Fundraising (NSW) Act 1991 and the regulation under that Act and the conditions attached to the authority have been complied with; and
- (d) the internal controls exercised by the North Sydney Community Service Limited are appropriate and effective in accounting for all income received.

This declaration is made in accordance with a resolution of the Board of Directors.

Director 
Christopher Scarf

Dated this 25 day of October 2022



Nexia Sydney Audit Pty Ltd
 Level 16, 1 Market Street
 Sydney NSW 2000
 PO Box H195
 Australia Square NSW 1215
 p +61 2 9251 4600
 f +61 2 9251 7138
 e info@nexiasydney.com.au
 w nexia.com.au

Independent Auditor's Report to the Members of North Sydney Community Service Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report, being a special purpose financial report, of North Sydney Community Service Limited (the Company), which comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including:

- i) giving a true and fair view of the Company's financial position as at 30 June 2022 and of its financial performance for the year then ended; and
- ii) complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the 'auditor's responsibilities for the audit of the financial report' section of our report. We are independent of the Company in accordance with the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter regarding basis of accounting

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the Australian Charities and Not-for-profits Commission Act 2012. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Directors' responsibility for the financial report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial statements is appropriate to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and is appropriate to meet the needs of the members. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of

19

Nexia Sydney Audit Pty Ltd (ABN 77 606 785 399) is a firm of Chartered Accountants. It is affiliated with, but independent from Nexia Australia Pty Ltd. Nexia Australia Pty Ltd is a member of Nexia International, a leading, global network of independent accounting and consulting firms. For more information please see www.nexia.com.au/legal. Neither Nexia International nor Nexia Australia Pty Ltd provide services to clients.

Liability limited under a scheme approved under Professional Standards Legislation.

the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibility for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

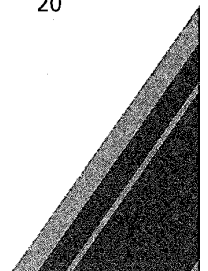
A further description of our responsibilities for the audit of the financial report is located at The Australian Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_files/ar4.pdf. This description forms part of our auditor's report.

Nexia Sydney Audit Pty Limited



Brett Hanger
Director

Dated at Sydney, this 25th day of October 2022



Directors



Dr Christopher Scarf
Chair



Virginia Udy
Director



Ted Wziontek
Director



Nicola Atmore
Director



Pastor Joshua Dowton
Director



Alice Martin
Director



Mowen Lee
Casual Director



Janice Hui
Casual Director

Supporters

AASHA Australia Foundation
 Australian Department of Health
 Bakers Delight Crows Nest
 Better Business Partnership
 Bruce W Stephens & Associates
 Cammeray Public School
 Chinese Christian Church Milsons Point
 Code and Visual
 Community Connect
 Connecting Up
 Crows Nest Mainstreet
 Crows Nest Safe Village
 Crows Nest Uniting Church
 Eastern Domestic Violence Service
 Fresh Crows Nest
 Ganache Patisserie Castlecrag
 Glen Turner
 Hayden Picture Palace Cremorne
 Joanna Weinberg
 Konrad Schalch
 Loreto Kirribilli
 Lower North Shore Child and Family Interagency
 Lower North Shore Domestic Violence Network
 Marist Catholic College North Shore
 Mary's House Services
 Meals on Wheels NSW
 Northern Sydney Local Health District
 Northside Baptist
 North Sydney Girls High School
 North Sydney Demonstration School
 North Sydney Council
 Reckitt Benckiser Australia
 Relationships Australia
 Rotary Club of Crows Nest
 Rotary Club of North Sydney
 Rotary Club of North Sydney Sunrise
 Rotary Club of Northbridge
 Shore School
 St George Community Housing
 StreetSmart Australia
 Studio A
 Sydney North Health Network
 Tina Mulholland
 Torrens University Australia
 Waverton Hub
 Willoughby Council
 Woolworths
 Worldwide Printing St Leonards

Staff

Jessica Batchelor
 Receptionist

Sue Lloyd
 Accounts Manager

Amy Budden
 Food Services
 Manager

Graham O'Hearn
 Venue Coordinator

Paul Buhne
 Kitchen Hand

Sam Quayle
 Food Services
 Assistant

Melanie Corner
 Special Projects/
 Volunteer
 Coordinator

Bruce Sweeting
 Venue Supervisor

Fred Dafforn
 Venue Supervisor

Olga Telepova
 Social Support
 Coordinator

Joanne Goch
 (until April 2022)
 Community
 Support Worker

Joe von Bornemann
 Venue Supervisor

Penny How
 Linen Coordinator

Denise Ward
 Executive Officer

Suchitra Kuppili
 (on leave)
 Receptionist

Valerie Willemsen
 Community
 Support Manager

Andrew Lang
 Venue Supervisor

Johanna Lawrence
 (until April 2022)
 Community
 Engagement
 Coordinator