

8.12. Crows Nest Centre - Joint Strategic Plan Review 2019/20

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ATTACHMENTS: Review of the Joint Strategic Plan 2019/20; Crows Nest Centre Annual Report 2019/20; Joint Strategic Plan 2020-2025

PURPOSE:

To report on the 2019/20 review of the current Crows Nest Centre's Joint Strategic Plan with Council and to recommend the adoption of the new Joint Strategic Plan 2021-25.

EXECUTIVE SUMMARY:

The Crows Nest Centre (CNC) is an independent not-for-profit organisation. 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.

The Centre provides a range of services and activities to older people, migrants, parents and people who are homeless or at risk of homelessness in the North Sydney LGA. Council's support for the Centre is through a peppercorn lease, maintenance and annual cash subsidy.

With the advent of COVID-19, CNC was greatly impacted as the Centre was required to close on-site services for a time. Since reopening in late June, the Centre has had to contend with the ongoing Public Health Order restrictions. The Centre has 200 dedicated volunteers, however, from March to October 2020 the Centre was required to stand down all their volunteers aged 70 years and over. Fortunately, the Centre was able to recruit a younger group of volunteers which allowed CNC to continue to provide in-home support services to older people.

Throughout COVID-19, the Centre has focused on the ongoing delivery of essential services such as meals, linen and shopping particularly to older people required to isolate at home. Staff and volunteers managed to maintain the Meals on Wheels service as well as provide an online shopping service for clients, linen delivery and phone contact with people who might otherwise be isolated. Despite their difficult year, the Centre was able to complete all their objectives in the Joint Strategic Plan.

The current Joint Strategic Plan between Council and CNC expired in 2020 and a newly completed plan (2020-2025) has been developed by the Board. It addresses six key areas with perhaps the most critical being preparation and positioning for ageing and disability reform, arising from the Royal Commission. A draft is presented here for adoption.

In developing the new Plan, the CNC Board has revised its Constitution. Among several amendments is a reduction in the number of North Sydney Councillors that can sit on the Board. The new entitlement is two. Five members present in person constitutes a quorum. The Board meets seven times a year in the morning on the last Tuesday of the month between February and November. At each meeting, the Board's Finance and Risk Committee and Services Committee provide advice.

FINANCIAL IMPLICATIONS:

For the 2019/20 financial year Council provided CNC with grants totalling \$454,600. Federal and State Government support amounting to a further \$808,017 which represents a significant increase (\$256,172) over the previous year. The increase is due to Job Keeper payments and other grant opportunities made available to ageing and disability services due to COVID-19.

CNC reported a shortfall in hall and room hire income over 2019/20 which amounted to \$62,056 and this trend is likely to continue into 2021/22. The surplus of \$235,095 will provide a buffer in years to come against shortfall in room hire and other eventualities.

RECOMMENDATION:

- 1.THAT** the 2019/20 review of the Crows Nest Centre's Joint Strategic Plan be noted.
- 2.THAT** Council considers the invitation from the Crows Nest Centre Board to nominate one or two Councillors for the Board.
- 3.THAT** the draft Crows Nest Centre Joint Strategic Plan 2020-2025 be placed on Public Exhibition for 28 days.
- 4.THAT** should Council receive substantive submissions a further report be prepared. Should Council receive no substantive submissions it considers the Crows Nest Centre Joint Strategic Plan 2020-2025 as adopted after the period closes.

LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

4. Our Social Vitality

4.3 North Sydney supports lifelong learning

BACKGROUND

The Crows Nest Centre (CNC) has operated from its current premises at 2 Ernest Place, Crows Nest since 1987 and before that from the James F. Cahill Community Centre in Falcon Street. 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 the State and Federal Government and through a Joint Strategic Plan with North Sydney Council. The funding CNC receives recognises the role of volunteers as CNC more than any other community centre in North Sydney is the most volunteer dependent. Over 200 volunteers make the service possible.

While it is the main tenant, the Centre shares the building with other community groups, such as Community Transport, KidsNest (occasional care) and Studio A (artists with a disability) as well as the Crows Nest Family and Childrens Health Centre (a joint venture between Council and NSW Health).

CONSULTATION REQUIREMENTS

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

DETAIL

The Crows Nest Centre (CNC) is an independent not-for-profit organisation. 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.

The Centre provides a range of services and activities to older people, migrants, parents and people who are homeless or at risk of homelessness in the North Sydney LGA.

Council's support for the Centre is through a peppercorn lease, maintenance and an annual cash subsidy.

With the advent of COVID-19, CNC was greatly impacted as the Centre was required to close on-site services for a time. Since reopening in late June, the Centre has had to contend with the ongoing Public Health Order restrictions. The Centre has 200 dedicated volunteers, however, from March to October 2020 the Centre was required to stand down all their volunteers aged 70 years and over. Fortunately, the Centre was able to recruit a younger group of volunteers which allowed CNC to continue to provide in-home support services to older people.

Throughout COVID-19, the Centre has focused on the ongoing delivery of essential services such as meals, linen and shopping particularly to older people required to isolate at home. Staff and volunteers managed to maintain the Meals on Wheels service as well as provide an online shopping service for clients, linen delivery and phone contact with people who might otherwise be isolated. Despite their difficult year, the Centre was able to complete all their objectives in the Joint Strategic Plan.

Over 2019/20 Crows Nest Centre were able to offer to older people 12,500 hours of social and recreational activities. These included Friday lunches where people can catch up with friends, enjoy a morning tea and share a hot meal. Other activities include trivia, crosswords, bingo, word games and quizzes.

Other activities, mostly in the first half of the financial year, were bus outings, a ferry ride on the Parramatta River and High Tea at NSW Parliament House. There were also social and recreational activities such as monthly movies, indoor bowls, mah-jong, canasta, healthy ageing classes and a women's wisdom circle.

In November 2019, Member for North Sydney, Trent Zimmerman, presented outgoing Chair Jonathan Farrell with a North Sydney Community Service Award. The Centre also nominated several long serving volunteers for NSW Seniors Awards, issued at a special Seniors Forum hosted by Member for North Shore, Felicity Wilson, as part of the 2020 NSW/North Sydney Seniors Festival.

In July 2020, the Centre was awarded a continuous "A Grade" food safety rating by the NSW Food Authority.

Invitation for Council to Join the Board

Currently, the Crows Nest Centre Board has two positions available for North Sydney Council Councillor representation. The Board meets seven times a year in the morning on the last Tuesday of the month between February and November. At each meeting, the Board's Finance and Risk Committee and Services Committee provide advice.

Background

For many years, Council nominated three representatives to the Crows Nest Centre Board annually. Legal advice as to the permissibility of this stipulated:

- That Councillors could participate as Board members on the condition that the constitution of the community organisation involved specifically allowed for this, that is, Council could not impose itself on an organisation.
- While acting as Board members, Councillors were bound by all the requirements of their Board role.
- While acting as Councillors, those Councillors were bound by all North Sydney Council's requirements.
- Whenever a substantive issue concerning an organisation to which they belonged as a Board member arose during a Council meeting, any Councillor involved needed to declare an interest and not vote or participate in debate.

Since 2010 there haven't been any Councillors who have chosen to nominate to local Boards. In 2021, only James Milson Village and the Crows Nest Centre have the opportunity for Council to nominate. At its AGM in 2020 the Crows Nest Centre amended its Constitution to reduce the number of Directors but kept two positions for North Sydney Council nominees. Five members present in person constitutes a quorum.

The James Milson Village (JMV) Model

In 2017 Council approved a variation of "Councillor representation" in the case of JMV, where qualified local residents or workers (drawn from the organisation's catchment) are sought through public advertisement. Applications are considered by JMV's Chair and Council's Director of Community and Library Services. If accepted by JMV's Board, these "citizen" representatives are bound by the same legal advice as if they were Councillors, without the added complexity of having to act as Councillors. This model has proved successful, and Council receives annual updates from their citizen representatives via a report from the Director of Community and Library Services.

Conclusion

Council appears to have three options in this matter:

1. Decline the Crows Nest Centre invitation;
2. Nominate one or two representatives to the Board for 12 months;
3. Ask the Crows Nest Centre to consider the JMV model and if CNC is agreeable to it, to authorise the Acting Director of Community and Library Services to progress the matter.

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Crows Nest Centre**Review of the Joint Plan of Management 2019-20**

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 2019/20 and associated documents <p>The Crows Nest Centre addresses Direction 4 – Our Social Vitality in <i>North Sydney Council’s Delivery Program 2018/19-2020/21</i> and is “proud to be a valued hub.” Consistent with Direction 4, the Crows Nest Centre is:</p> <ul style="list-style-type: none"> ○ a place where people can learn, get together with others and feel like they belong; ○ a place that values and celebrates its culture and diversity; ○ enables people to participate fully in community life; ○ a place where people feel safe; ○ a place that promotes healthy ageing and supports ageing in place; ○ a place that celebrates special events that adds vibrancy and colour to peoples’ lives; ○ a place that supports creative ageing; and ○ a place that recognises local history and heritage, promotes and celebrates this, especially our Aboriginal heritage. <p>Outcome 4.1 North Sydney is connected, inclusive, healthy and safe</p> <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. “Connecting our community” is the tagline embedded in the Centre’s logo.</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 the COVID-19 NSW Public Health Orders (effective from March to June 2020), requiring people aged 70 and over to self-isolate. Our staff and 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, especially to older people living alone. Given many of our volunteers are also ageing, this resulted in our local community mobilising to fill volunteer shortfalls, with many new volunteers offering extra assistance in response – demonstrating a truly connected community!</p>	<p style="text-align: center;">R</p>

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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. Older people and people with a disability have always been at the heart of our Centre and are well supported through our in-home and centre-based services and activities. During the COVID-19 lockdown period 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, Persian Morning Tea, Bollywood Music, Chinese Seniors, Japanese and Spanish Speaking Parent Groups. NSW/North Sydney Seniors Festival celebrations held in February 2020 celebrated the lives of older Indian people who regularly attend Bollywood Music at our Centre. Harmony Day celebrations, held in partnership with North Sydney Council and Sydney Multicultural Community Services usually attracts up to 150 people. Sadly our March 2020 celebrations were cancelled as a result of COVID-19. We look forward to resuming these in future years.

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. Multicultural parent groups for Spanish speaking and Japanese parents provide both a life journey as well as a cultural connection.

Community is active and healthy – Our in-home and centre-based services seek to maximise health and well-being. Healthy ageing classes (hatha yoga, Feldenkrais, tai chi PLUS), social and recreational activities (indoor bowling, knitting, mahjong, sustainable bunting working bee, canasta, games and puzzles, movie and bus outings and special events (e.g. 50th Anniversary Lunar Landing, Christmas in July, Melbourne Cup, Diwali, 2020 NSW Seniors Festival including the launch of Walk ‘n Talk and our feature event *Shall We Dance*) are all part of the Centre’s offerings. Physical distancing requirements, upon reopening of our Centre in June 2020 saw us trialing some new activities such as bingo and online games and a lively discussion group, *What’s in the News?* Many of our volunteers are themselves ageing – their active participation in our Centre offers an effective outlet for healthy ageing, with more and more research demonstrating socialisation helps to ward off many diseases (e.g. heart disease, depression and dementia but to name a few).

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 culturally specific activities (e.g. Persian Morning Tea, Bollywood Music, Chinese Seniors, Japanese and Spanish Speaking Parent Groups). In late 2019 we hosted a special In-Conversation event with author and broadcaster, Jess Hill, promoting awareness and community understanding about the impact of coercive control, empowerment and locally available support services. Jess’ book, *See What You Made Me Do: Power, Control and Domestic Violence*, subsequently won the 2020 Stella Prize. A Bill is now before the NSW Parliament seeking to decriminalise coercive control in domestic relationships.

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Strategy 4.1.1 Increase mobility and accessibility throughout North Sydney

Project 4.1.1.1 Implement the Disability Inclusion Action Plan - The Centre participated in initial consultations underpinning Council's *Disability Inclusion Action Plan*, endorses the final Plan and actively seeks 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). The Crows Nest Centre was audited and specific access improvements were recommended in 2018. The Centre continues to work with Council in relation to implementation.

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 4.1.2.3 Implement the Family and Children Strategy**

The Centre participated in initial consultations underpinning the 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 offers a parent education program with a special focus on babies and toddlers and 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 as well as KidsNest - Crows Nest Occasional Childcare.

Project 4.1.2.12 Provide services and activities to seniors through community centres

The Centre has operated from its current premises since 1987, and before that from the James F. Cahill Community Centre in Falcon Street. A wide range of in-home (meals on wheels, linen service, assisted shopping and transport) and centre-based activities (healthy ageing, social and recreational activities and special events) are offered to older people to enable them to remain living independently in their own homes as well as engage with others in the community. Increasingly ageing research acknowledges the importance of social connections in maintaining health and well-being.

Project 4.12.13 Review 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*.

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Project 4.1.2.14 and 4.1.2.16 Implement the Older Persons Plan

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 the contribution they make to our community).

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 and advice on referral pathways to achieve stable housing.

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 participation in local homelessness 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.

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 2017-2020 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 celebrate significant cultural events such as Chinese New Year, NSW Seniors Festival, Harmony Day, NAIDOC Week and Diwali, also known as the Festival of Lights.

Project 4.1.6.2 Coordinate and promote Harmony Day activities – 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 150 people. We were sad that COVID-19 precluded such an event in 2020 and look forward to resuming this in future years.

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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. Sadly the Festival did not proceed in 2020 due to COVID-19. We look forward to participating in future years.

Services 141 – Advice and referrals - The Centre provides information, advice and referral by telephone, face to face and via a range of printed resources. In 2020 we proudly launched a new website with the aim of making it easy for people to access information about our services and activities and also enhance our public profile www.crowsnestcentre.org.au

Services 144 – Community development – The Centre contributes to Council projects if and when asked to do so (e.g. COVID-19 emergency relief support for local residents).

Services 145 – 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 146 – 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 148 – 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 participation in local homelessness networks.

Outcome 4.3 North Sydney supports lifelong learning

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 topics including: Exercise is Medicine, Cockatoo Island: A UNESCO World Heritage Site, Food and Your Mood, Two Museums: Don Bank & Sexton’s Cottage.

Project 4.3.3.4 Review the Community Centre Plans of Management – Council’s Director of Library and Community Services participates in the Centre’s annual strategic planning review, liaises with Centre management on a regular basis and attends the company’s Annual General Meeting. Centre management is also invited to participate in consultations regarding Council’s community service plans, presenting opportunities to highlight intersections and areas for collaboration.

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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 the Centre was awarded a continuous “A Grade” food safety rating by the NSW Food Authority.

Project 4.3.3.5 Upgrade facilities and equipment at community centres – We seek to continuously improve our services and facilities and to this end have worked cooperatively with Council to improve our sustainability. Upon reopening in June 2020 the Centre introduced 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, physical distancing measures, enhanced signage and COVIDSafe sign-in procedures.

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. This effectively acts as a healthy ageing program for older volunteers, adding meaning and purpose to volunteers’ lives. However, this year as a result of COVID-19 we were required to stand down all of our volunteers aged 70 years and over, from March to October 2020.

During this time we were fortunate to attract a younger group of volunteers, allowing us to sustain in-home support services to older people in spite of the disruption caused by COVID-19. 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 have since returned to their former lives, other have continued to volunteer, all contributions have been welcomed. Our older volunteers have also begun to re-emerge, subject to their own health and the well-being, alongside that of their families and friends.

Project 4.3.5.1 Promote Volunteer Week - The Centre conducts twice yearly volunteer appreciation events, one of which usually coincides with National Volunteer Week in May 2020. Unable to celebrate Volunteer Week in the accustomed way we created “Thank You” postcards for our continuing volunteers and “Miss You” postcards for our suspended volunteers. The cards were universally acclaimed for their handwritten messages, as well as their overall sentiments.

Project 4.3.5.2 – Conducts annual events recognising volunteers – The Centre always participates in Council’s annual volunteer recognition event, allowing our volunteers to feel that their reach goes beyond our Centre. At our suggestion the usual December celebration was deferred until National Volunteer Week in May but was unable to proceed due to COVID-19.

In November 2019 Member for North Sydney, Trent Zimmerman, presented outgoing Chair, Jonathan Farrell, with a North Sydney Community Service Award. The Centre also nominated a number of long serving volunteers for NSW Seniors Awards, issued at a special Seniors Forum hosted by Member for North Shore, Felicity Wilson, as part of the 2020 NSW/North Sydney Seniors Festival.

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- **To manage the centre in accordance with the Crows Nest Centre Strategic Plan 2017-2020**

Our Strategic Directions 2017-2020 looks at the Centre's external operating environment and presents a range of strategic initiatives:

- Build on existing (and developing new) strategic alliances
- Prepare and position for ageing and disability reform
- Service development
- Quality review and data analysis
- Uplift brand and marketing
- Diversify funding sources
- Recognise and support human resources.

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. An annual review was presented in May 2019 and August 2020.

Major achievements in 2019/20 included:

- Continuity of Joint Strategic Plan with North Sydney Council;
- Continuity of Australian and NSW Government funding;
- Ongoing delivery of in-home (e.g. meals on wheels, linen service) and centre-based services (e.g. community restaurant, social and recreational activities, healthy ageing classes) to older people and people with a disability;
- Culturally inclusive calendar of special events (e.g. 50th Anniversary Lunar Landing, Diwali, Children's Week, Christmas, NSW/North Sydney Seniors Festival);
- Initiated and supported creative ageing activities (e.g. Sustainable Bunting Working Bees);
- Hosted *Ageing Well* information sessions on health, independence and community connections;
- Achieved a continuous A Grade food safety rating;
- Completed and launched a volunteer recruitment video;
- Finalisation of a new people focused website;
- Participation in Crows Nest Festival, aged care, migrant services and volunteer expos;
- Activated MUSTER (Mutual Understanding, Support, Tolerance, Engagement and Respect) Grant to support migrant communities;
- Small Council grants sustained Persian Morning Tea and Reach Your Potential Employability Workshops;
- Continuity of Bollywood Music, targeting older Indian people, in partnership with AASHA Foundation;
- Continuity of parent education seminars focusing on babies and toddlers;
- Provided meals, showers and referrals for people who are homeless or at risk;

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<ul style="list-style-type: none"> ○ Continuity of William Blue College of Hospitality as a venue hirer and event supporter; and ○ Ongoing partnerships with local schools, churches, service clubs and businesses. <p>Additional actions taken in response to COVID-19 included:</p> <ul style="list-style-type: none"> ○ Comprehensive COVID-19 risk assessment; ○ Prioritised nourishment, assisted shopping and linen delivery to older clients; ○ Suspended volunteers 70+ years, recruited new volunteers to sustain delivery; ○ Managed closure of Centre in response to Directives and Public Health Orders; ○ Secured extra funding to offset shortfall in venue hire, arising from Centre closure; ○ Carefully reopened Centre offering a COVIDSafe environment. 	
<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> <ol 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. 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 in the North Sydney community. 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, most Directors are local residents. h) Staff coordinate over 200 volunteers, most of whom are also local residents, to deliver our services and activities. 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 and NSW Governments to deliver ageing and disability services and activities and an annual cash donation from North Sydney Council. We are well supported by service clubs, local schools, churches and businesses. 	B

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<p>k) In the last few months we have corresponded with Council regarding the communities’ needs in relation to proposed developments in Crows Nest/St Leonards, 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.</p> <p>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.</p> <p>m) We strive to present the Centre in the best way possible.</p> <p>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).</p> <p>o) Council’s contributions (cash and in-kind) to the Centre are publically acknowledged. Operation of the Centre under the Joint Strategic Plan is acknowledged on the Centre’s new website.</p> <p>p) Council’s Director Community and Library Services regularly liaises with Crows Nest Centre management, attends annual strategic planning days and the company’s Annual General Meeting.</p> <p>q) We seek to continually improve our services and activities and develop new avenues for community involvement (e.g. the Centre is currently working with four local Rotary Clubs to create a D-Caf, a monthly café for people living with dementia and their families/carers. This was planned to launch in April 2020 but was unable to do so due to COVID-19. A working group is now working towards achieving this in 2021).</p> <p>r) Physical, social and cultural accessibility are all high priorities for the Centre.</p> <p>s) Venue hire generates one fifth of the Centre’s income. Compatibility of hirers with the Centre’s activities is vital.</p>	
<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 - In July 2018 the Centre was reviewed by the Australian Aged Care Quality Agency 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.</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"> ○ “At this time the meals are even more valuable to us. Thankyou” ○ "The linen service has been absolutely wonderful! Thank you so much." ○ “Thank you for the linen service - lovely clean sheets and wonderful chats!” 	<p>R</p>

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- “My mother was emotional after receiving a Christmas hamper box. She said it made her day and it means so much to her. She loves the small practical items as well as the yummy chocolates and biscuits. She thanked staff and volunteers for her valuable linen service making a big difference to her living at home.”
- “Thank you for the bus outing my mother went on today. She thoroughly enjoyed it.”
- “Thanks so much for all the wonderful ways in which you show how much you care for me and the other 'oldies' who frequent the Crows Nest Centre. You really make a difference to the otherwise dull days we would spend alone at home. God bless your future endeavours!”
- “My band used to play a 1920s song, *What a Day*. The title fits today’s moon landing commemorations at the Crows Nest Centre perfectly. I thoroughly enjoyed myself from start to finish. Please pass on my congratulations to all those involved. I thought the whole event was superbly planned and executed.”
- “All hail to the great team at the seniors’ Crows Nest Centre for a brilliant Melbourne Cup Party - the effort made by you was so, so appreciated as everything you do to make our Friday "social outing" such a pleasure.”
- “Keep up the excellent work you perform. We "oldies" love you.”

Migrants:

- “Your kindness to our community is highly appreciated.”
- “I had very low confidence before joining the employment workshop and thought that I would not be good enough to work again in my profession in Australia. The program made me realise that I do have the skills and I have become confident that I can do it. I feel that I have turned into a high value shining diamond after this workshop.”
- “I found the one-on-one mentoring most beneficial as the coaching was tailored to my needs.”
- “The people from Multicultural NSW were so impressed with the “Reach Your Potential Employability Workshops.”

Parents:

- “We did enjoy the speech seminar on zoom.”
- “I just wanted to say a huge thank you for organising the first aid course last night and continually transferring bookings during these challenging times. I got so much out of it and it was so handy having it at Crows Nest.”

Volunteering:

- “Thank you and your staff very much for the superb lunch yesterday and more particularly for the opportunity to catch up with other volunteers. It is such a happy event, made all the more so by your cheery, welcoming staff. I also enjoyed the volunteer video - what a great idea.”
- “I loved the card you sent the volunteers, very original. It’s a joy to be working with you lot.”

Venue Hire:

- “Thank you so much for your amazing support and help with the room set up and staying longer to help me pull the venue down.”

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 and linen service) and centre-based social and recreational activities. The Centre is wheelchair accessible and new audio systems have been installed.</p>	R
<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.</p> <p>Our <i>Ageing Well</i> information sessions focus on health, independence and community connections.</p> <p>In November 2019 we hosted an In-Conversation event with author and broadcaster, Jess Hill, to promote awareness and community understanding about the impact of coercive control, empowerment and available support services.</p>	R
<ul style="list-style-type: none"> • To ensure the Plan of Management is flexible and able to evolve with changing community attitudes <p><i>Our Strategic Directions 2017-2020</i>, 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. The Director Community and Library Services participates in our planning days and recommends Council adoption of our strategic plan, as part of the Joint Strategic Plan.</p> <p>In August 2020 the A/Director Community and Library Services participated in a stakeholder workshop designed to inform the Centre's <i>Strategic Directions 2020-2025</i>. 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>	R
<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. We work cooperatively with other agencies across 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>	R

Appendix 1

Crows Nest Centre**Review of the Joint Plan of Management 2019-20**

Specific Goals	Achieved
<ul style="list-style-type: none"> Older people (supporting the development of social and recreational activities) The Crows Nest Centre provides a range of centre-based services (e.g. community restaurant), social and recreational activities (e.g. indoor bowling, knitting, mah-jong, bunting working bees, bus and movie outings, canasta, information sessions and special events (e.g. NSW Seniors Festival, Diwali, Melbourne Cup, Christmas) for older people. We also provide healthy ageing classes (tai chi, yoga, Feldenkrais) and hope to continue to extend this range of offerings in the near future. We launched Walk 'n Talk as part of the 2020 NSW Seniors Festival and have been collaborating with four local Rotary Clubs to create a Dementia Café. However, both of these activities were curtailed as a result of COVID-19. We are hoping to progress these initiatives in 2021. 	R
<ul style="list-style-type: none"> People with a disability (continuing to improve, client assessment/reassessment processes, service provision, data collection and analysis) The Crows Nest Centre's client assessment and reassessment forms and processes continue to evolve for both older people and people with a disability. The aim is to record person centred client goals, monitor client outcomes, ensure compliance against relevant standards and achieve accuracy in data recording, consistent with external data reporting requirements. In 2018/19 the Centre's Board created a Services Committee. COVID-19 saw the Board reviewing all services and activities and prioritising nourishment of older people and people with a disability as essential services. 	R
<ul style="list-style-type: none"> Migrants (supporting the development of social and recreational activities including groups from the Indian subcontinent) Bollywood Music commenced in April 2017 and has been running successfully ever since. Around 70 older people from the Indian subcontinent have participated. Diwali celebrations have become an annual highlight. In August 2019 Federal Member for North Sydney, Trent Zimmerman, joined participants, singing and dancing, to celebrate Indian Independence Day and offered some short-term funding to support the Centre's migrant services until 30 June 2021. Funding under this initiative was received in December 2019 and has helped to sustain our work with older Indian people. A highlight was NSW/North Sydney Seniors Festival celebrations held in February 2020. 	R

Appendix 1

<ul style="list-style-type: none"> • Parents (supporting the development of social and recreational activities including Japanese and Spanish speaking mothers) Ten parent education seminars with a special focus on babies and toddlers were held in 2019/20 attracting 150 participants. Some sessions were cancelled due to COVID-19 but this also created an opportunity to conduct two sessions online via Zoom. Topics included: <ul style="list-style-type: none"> ○ CPR & First Aid for Parents ○ Understanding Your Toddler ○ Speech and Language for Babies ○ Fine Motor Skills & Play for Babies 	R
<ul style="list-style-type: none"> • People who are homeless or at risk of homelessness (reaffirm Homeless Assistance Memorandum of Understanding with North Sydney Council and other agencies) The Crows Nest Centre provides showers and a hot meal for people who are homeless or at risk. Polar fleece sleeping bags and Backpack Swags for a small number of people who are sleeping rough. People presenting without a place to stay are assisted to access Link2Home and other agencies including emergency assistance, financial counselling, mental health, and drug and alcohol services. The Centre participated in local homelessness networks, aiming to enhance referral pathways for people presenting at the Centre. At the height of COVID restrictions the Centre fed two at risk clients, on a daily basis. 	R
<ul style="list-style-type: none"> • Governance and Management (Clarify our organisational structure in light of aged care, disability and local government reform) Our Community Support Team was restructured in 2018/19, with the Social Support Coordinator becoming a job share position. Between 2020 and 2022 it is expected that the Centre will be impacted by the ongoing availability of community aged care funding. This will be influenced by the final recommendations <i>Royal Commission into Aged Care Quality and Safety</i> and the <i>Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability</i>. In 2019/20 we were fortunate to receive non-recurrent MUSTER funding to support our work with migrants. While welcome there is no prospect of this funding being extended beyond June 2021. 	

Appendix 1

NOTES ON FINANCES				
Grants	NSC	Other		
	\$455,600	\$807,017		
Turnover	Year	Income	Expenditure	
	2019/20	\$1,688,000	\$1,452,905	
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



Crows Nest Centre

Connecting Our Community

Annual Report 2019 - 2020

North Sydney Community Service Ltd

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Our vision

Connecting our community.

Our mission

Crows Nest Centre exists to provide and facilitate quality community programs and services that: connect our community, sustain community wellbeing and reduce social isolation.

Our values

Work of the Crows Nest is guided by our values:

Caring

We care, we are welcoming, friendly and helpful.

Sensitivity

We are respectful of the unique qualities of others; appreciative; open and responsive; treating all with dignity and equality.

Dedication

We work together towards a common mission with conviction, high motivation and perseverance.

Integrity

We aim for the highest ethical standards; we are trustworthy, honest, financially and morally accountable.

Excellence

We aspire to be the best we can be in all that we do.

Innovation

We are creative, progressive and willing to take prudent risks to achieve our vision and mission.



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Communities
& Justice



Australian Government
Department of Health



Australian Government
Department of Social Services



Report from the Chair

The past year will be recalled for decades as the beginning of the international coronavirus pandemic.



COVID-19 has tested the resourcefulness, resilience, ingenuity, courage and patience of clients, volunteers, staff, management and directors of the Crows Nest Centre.

The year began with a strong financial base and unwavering commitment to sound governance developed under the stewardship of Dr Jonathan Farrell, the retiring Chair, who left the Board in November 2019. His leadership over a decade ensured the Centre was well positioned to take on the unprecedented challenges of 2020.

As the pandemic crisis grew and governments introduced restrictions on activities, the Centre found support close at hand. North Sydney Council, aware of the Centre's loss of venue hire revenue, provided emergency relief funds to ensure continuity of service to people most in need.

Additional support came from the Australian Government to meet an increase in demand for delivered meals from increasingly isolated older members of the community.

When it was no longer possible for our older volunteers and those with health issues to safely contribute to the Centre's activities, we put out a call for

more volunteers. Trent Zimmerman MP assisted with recruitment and also wrote to older people promoting the availability of community support.

We were also fortunate to be eligible for the Government's JobKeeper program ensuring security of employment for most of our staff. Government economic stimulus measures resulted in additional revenue of \$184,000.

Once the doors of the Centre were required to close, the Board moved to providing remote supervision and support using on-line technology.

Our Executive Officer, Denise Ward, prepared detailed plans for ongoing operations and Sue Lloyd, Accounts Manager, prepared cost estimates, all presented to and approved by the Board.



Meetings were held to review progress and support management as the Centre delivered essential outreach services.

This was a demanding time for both management and understandably anxious staff members facing changing work patterns and procedures, as well as potential risk to their health and their families' health.

With the highest priority given to ensuring nourishment for the Centre's older, more isolated and dependent clients, as well as provision of clean linen and advice on minimising risk from the pandemic, most regular Centre-based services were temporally suspended. Staff and volunteers maintained outreach services including Meals on Wheels, on-line shopping for clients, linen delivery and phone contact with otherwise isolated people.

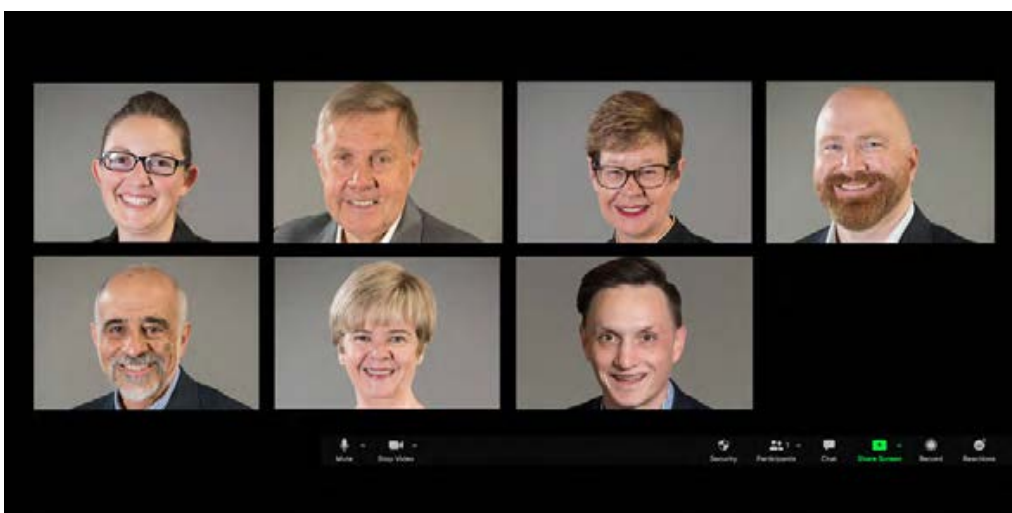
It is pleasing to say that this was achieved without incident as all participants readily adopted the safety procedures defined by health authorities and implemented by the Centre's management.

Once the staged reopening of the Centre commenced in late June, clients and volunteers joyfully began to return to their 'second home'.

I am most grateful to Board Directors who provided their thoughtful and constructive input to meetings during this complex time. All of us have found it disappointing to be away from the Centre during its closure. Hopefully, we will soon be able to work more closely together.

The Board pays tribute to Athol Jenner, who was a Director for 13 years and retired in November 2019. Athol has been a volunteer at the Centre delivering meals to clients for 20 years. A practical, committed, and courageous man, he continues to be a champion for the work of the Centre. We look forward to his return to volunteer duties and thank him for his significant contribution.

While we have all endured the effects of cataclysmic bushfires and the pandemic during 2019-20, additional burdens rested on the shoulders of clients, volunteers, staff and management.



The closure of public places left clients unable to attend the Centre's group activities which fortify their physical and mental health.

Public Health Orders precluded volunteers aged 70 and above from contributing to the Centre because of their higher vulnerability to coronavirus infection. Younger volunteers had to decide how the risk of coronavirus infection might impact their ability to continue contributing to the Centre.

Staff members, aware of the risks to their own and their families' health also had concerns for their employment security as well as devising safe approaches for continuing to support the Centre's many clients.



Executive Officer Denise Ward and her small management team stood at the front line, interpreting government requirements and determining new safe practices, supporting staff members, explaining changes to clients and the general community, seeking finance from and reporting to authorities and preparing detailed proposals and operational plans for approval by the Board and reporting to it on progress.

I have had the good fortune to work closely with Denise through this period and observe her work on many fronts to compassionately and successfully design, lead and implement safe delivery of essential services and a safe workplace for staff and volunteers. We are fortunate to have her lead the Centre, particularly at this time.

The Board is appreciative of the community's long-standing spirit of admiration and goodwill for the Centre and has sought to ensure its reputation is maintained in these difficult times.

My thanks go to all Directors for their careful consideration of issues facing the Centre, their concern for ensuring the quality of service delivery, the adequacy of resources and the maintenance of budgetary discipline.

Much has been demanded of many people involved with Crows Nest Centre. To all these individuals and groups, the Board extends its gratitude for your patience, forbearance and understanding.

Christopher Scarf
Chair, North Sydney Community Service

Report from the Executive Officer

The advent of COVID-19 in the last quarter of 2019-20 overshadowed many of the year's earlier achievements.



In July 2019, new aged care standards were implemented. The standards place older people at the centre of service delivery, ensuring dignity is upheld and people are free to exercise choice.

The Australian Government's Mutual Understanding, Support, Tolerance and Respect (MUSTER) initiative provided 18 months of funding to support our work with migrants. A welcome reprieve, since we have continued to support our increasingly diverse community, without specific funding, for the last five years.

We marked the 50th anniversary of the Lunar Landing in style, screening the

iconic Australian film, *The Dish*, and tucking into a custom-made mooncake, created by Food Services Manager, Amy Budden. Member for North Sydney, Trent Zimmerman, heard an astronaut was visiting and dropped in to see if it was true, also taking time to read the nostalgic reflections of clients, volunteers and staff who contributed to our special event booklet, *What Were You Doing in 1969 When Men Landed on the Moon?*

In November we hosted researchers, service providers and advocacy groups from the International Longevity Centre in Japan, keen to learn firsthand about community aged care services.

Christmas is always a joyous time at our Centre with a bounty of festive events, such as Cammeray Public School's Jazz Band joining us for carols, packing and distributing hampers, the Rotary Club of North Sydney's Christmas lunch, and fun and games with kids of all ages at the Homework Help party.



2020 Seniors Festival celebrations brought much joy, just before the COVID-19 lockdown took effect. 'Shall We Dance' was a highlight, complete with ballroom, ballet, Indian and Russian dance performances, cabaret singer (who happened to be one of our Linen Service volunteers), as well as clients, volunteers and staff taking a spin on the dance floor.

From late February, COVID-19 transformed our organisation, almost overnight.



Much thought and effort went into ensuring continued delivery of in-home support (meals, linen and shopping) to older people required to isolate at home.

The decision to suspend volunteers 70 and over, as well as those dealing with personal or family health issues, was tough. Volunteers are the lifeblood of our organisation. To keep the show on the road we recruited many new volunteers, welcoming each with open arms. At the

same time, we warmly embraced our younger volunteers who were able to continue, many offering extra assistance.

Safety of clients, volunteers and staff was paramount. We trained in infection control and acquired hand sanitiser, gloves, masks and disinfectant. We reviewed services and activities, suspending some. Staff soldiered on without complaint, for which I am eternally grateful.

Board Chair, Chris Scarf, who took on the role after long-standing Chair, Jonathan Farrell, resigned in November, got more than he bargained for as the pandemic unfolded. I am appreciative of his personal support, as well as the collaborative environment he created for the Board and staff to navigate the shifting sands of COVID-19.

During the year we farewelled Acting Linen Coordinator and Receptionist, Lynn Catterson, who returned to family in Western Australia. We briefly welcomed Philippa Hutson to Reception but sadly bade her farewell as COVID-19 struck.

Approval for JobKeeper meant we were able to retain all our staff, despite the loss of three months of venue hire. Venue Coordinator, Graham O'Hearn, proved a highly versatile employee, taking on Meals on Wheels and linen deliveries, and answering the many phone inquiries.



Accounts Manager, Sue Lloyd, worked tirelessly researching Government payments, reviewing budgets for grant applications and reforecasting our financial position, in an ever changing financial landscape.

Throughout the year, North Sydney Council offered strategic and practical support, providing a vital cash donation, contributing to COVID-19 emergency relief, Christmas hampers, Persian Morning Tea, Migrant Employability Workshops and special events such as Xmas in July and NSW Seniors Festival.

Martin Ellis, Council's Director of Community and Library Services, has been a guiding light for over 30 years. I have greatly valued Martin's wise counsel and encouragement. It is with a tinge of sadness that I advise of Martin's imminent retirement. We wish him well for the future and note that early retirees make great volunteers!

I also want to make special mention of the enduring support we receive from Rotary (Crows Nest, North Sydney and North Sydney Sunrise), local schools, churches and businesses.

This year, more than any other, my heartfelt thanks go to our dedicated volunteers and committed staff. You have enabled us to continue to support vulnerable members of our community through challenging times. You have improved well-being and helped reduce social isolation, especially among older people who were required to remain at home. More than ever before, you helped to create a connected community.

I am very proud of what we have achieved together, against the odds, for our community.

Denise Ward
Executive Officer

Activities

In 2019-20, the Crows Nest Centre offered 12,500 hours of social and recreational activities to older people.

Sadly, the arrival of COVID-19 caused major disruption to the Centre and we were forced to suspend all Centre-based activities.

It is lovely to have the doors open once again. Our renewed focus is social inclusion, healthy ageing and promoting independence.

Friday lunches are a highlight. People catch up with friends, enjoy morning tea and share a hot meal. Complementary activities include themed bingo, trivia, crosswords, jeopardy, word games and quizzes.

Bus outings to places of interest in 2019 included the ABC Studios, Assistive Technology Australia, a ferry ride on the Parramatta River, smelling the roses at Roxborough Park and learning about life

at the Female Orphan School. By far and away the pièce de résistance was High Tea at NSW Parliament House.

Monthly movies, at least until COVID-19 struck, were well attended. The Rotary Club of North Sydney Sunrise generously donated funds and Cremorne Hayden Orpheum half price tickets. A theatre party to the big, brash and very cheeky *Muriel's Wedding The Musical*, was a runaway success.

Social and recreational activities (knitting, indoor bowls, mah-jong, canasta, internet kiosk and women's wisdom circle) attracted a loyal group of regulars. Sustainable bunters handcrafted a multitude of decorations for the Centre's special events.

Ageing Well sessions on health, independence and community connections became a fixture. Topics covered included: Exercise is Medicine; Cockatoo Island - A UNESCO World





Heritage Site; Food and Your Mood; and Two Museums - Don Bank and Sexton's Cottage.



All hail to the great team at the Crows Nest Centre for a brilliant Melbourne Cup Party – the effort made by you was so, so appreciated, as is everything you do to make our Friday 'social outing' such a pleasure.



Healthy ageing classes (hatha yoga, Feldenkrais and tai chi PLUS) were well supported, yoga proving most popular and increasing to four classes a week.

Christmas came twice, with more than 120 people attending both the Rotary Club of North Sydney's Xmas in July and Xmas at Xmas events, including a visit from Santa and music by The Tokens.

Delicious lunches cooked by Billy Blue Cooking School created memorable Christmas and Melbourne Cup events. The talented Orchestra from North Sydney Girls' High School entertained the crowd at our Melbourne Cup luncheon.

Coordination of the Centre's social activities was shared between Olga Telepova, Johanna Lawrence and myself.

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.

The group meets at the Chinese Christian Church in Milson's Point twice a month with around 25 older participants. The emergence of COVID-19 in mainland China in late 2019, created concern about potential exposure to returning travellers.

In response Chinese Seniors erred on the side of caution, choosing to remain at home until community transmission reduced, they felt more comfortable to use public transport and church facilities reopened. As a result, the group did not meet in 2020.

Seventeen committed and 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.

Pastors Jeff Wang and Caroline Dong coordinate activities, with Crows Nest Centre staff visiting regularly to offer support. This year Pastor Jeff moved on to other duties at the Church and his presence at the group has been missed.

Due to the bushfires and COVID-19, only one bus trip was conducted this year using Community Connect – Lower North Shore Community Transport. However, it was a beauty, a trip to the Tulip Festival in Bowral.

People participated in a range of healthy ageing activities such as gentle exercise, line dancing, dumpling and moon cake demonstrations, hands on cooking, making origami boats and Christmas cards. Participants also enjoyed morning tea and a specially prepared hot lunch.



Volunteers ensured festive days were celebrated in style, including Father's Day and Moon Festival. Members of the group also enjoyed Rotary Xmas in July and Xmas at Xmas at our Centre.

Other celebrations such as Chinese New Year, Lantern Festival, Easter, Mother's Day and the Dragon Boat Festival did not proceed due to COVID-19.

2019-20 was a quieter year than most, with Chinese Seniors looking forward to meeting up with their friends once more.

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 aim to 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.

Over the past 12 months 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 and the club provided the best Santa we've come across to hand deliver gifts to our 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 an individual card, handmade by St Mary's

Primary, North Sydney Demonstration School, Crows Nest Uniting Church's Preschool and Northside Baptist's Sunday School.



My mother was emotional after receiving a hamper box. It made her day and means so much to her. She loves the small practical items as well as the yummy chocolates and biscuits.



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

The Centre hosted a stall at the 30th Crows Nest Festival, offering face painting and children's craft, and distributing information about our services, activities and volunteer opportunities.

We also supported Northside Baptist and Crows Nest Mainstreet to deliver Christmas Carols in Ernest Place, which turned out to be a hugely successful event.

NSW Seniors Festival

February saw an action-packed program of Seniors Festival events, supported by the NSW Government and North Sydney Council.

Shall We Dance was the feature event of our 2020 Seniors Festival celebrations. Guests were welcomed with a morning tea of petit fours, ballroom, classical and cultural dance performances followed, a delicious lunch accompanied an outstanding cabaret performance, with an invitation extended to slide on to the dance floor, reminding more than one participant of a lost love.

For those with an interest in emerging technology the Crows Nest Centre Computer Club hosted Virtual World Tour, an opportunity for people to explore virtual technology.

In keeping with previous years, the Centre hosted free healthy ageing classes (hatha yoga, Feldenkrais and tai chi PLUS), with complementary fruit and a cuppa.

Keen to add to our healthy ageing repertoire, we launched Walk 'n Talk, a weekly walking group for both medium and slow paced walkers. On the launch day medium paced walkers ventured to St Thomas' Anglican Church and the adjacent North Sydney Council Chambers, before meeting up with the slower paced walkers at the Ridge Street Lookout.

Everyone enjoyed seeing the picturesque harbour view, before visiting St Leonards Park and returning to our Centre for a welcoming Devonshire tea.



The medium paced walkers continued to meet until COVID-19 intervened. We hope to relaunch Walk 'n Talk in 2021.

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. During the COVID-19 lockdown two people came every day to collect a hot meal and have a chat.

Staff offer information, housing advice and referral to services. Backpack beds and polar fleece sleeping bags are available to rough sleepers.

NAIDOC Week

As part of northern Sydney's Gai-mariagal Festival, the Centre screened the film *Freedom Rides: 40 Years On*. The film is a timely reminder of recent history and the effort required in response to the Uluru Statement from the Heart and the NAIDOC Week theme, Voice.Treaty.Truth. Let's Work Together for a Shared Future.

Knit 'n Natter

The click clack of knitting needles can barely be heard over the excited chatter at weekly gatherings to knit and crochet Easter chicks and baskets for our Meals on Wheels and Linen Service clients, clothes for newborns at Royal Prince Alfred Hospital and beanies for people in need at Naremburn Family Centre.



Ever practical, the group reacted to the bushfire crisis by creating blankets for people who lost their homes. In response to a request from the Principal at Royal North Shore Hospital School, members joined contrasting squares into blankets for homeless people.

Supporting other agencies

As a collection point for the Nappy Collective, families donated unused nappies to disadvantaged families, with 11,000+ donated in the past six years.

We again took part in the Australian Taxation Office's Tax Help Program, with a volunteer helping people on low incomes complete and lodge their tax returns, free of charge.

Parenting and healthy relationships

Ten parent education seminars, focused on babies and toddlers, attracted 150 participants. Due to COVID-19 some seminars were cancelled, but created an opportunity online, with two seminars successfully conducted via Zoom.

Partnerships with Naremburn Family Centre Catholic Care Diocese of Broken Bay, EarlyEd, Northern Sydney Local Health District and Sydney North Health Network saw us host Children's Week in Ernest Place, with a jumping castle, face painting, show bags and sausage sizzle.

In November, 150 people attended a talk by author Jess Hill on her book, *See What You Made Me Do: Power, Control and Domestic Violence*. Jess went on to win the Stella Prize for her impressive book. A Bill is now before the NSW Parliament seeking to criminalise coercive control in all domestic 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 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.



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 one of our friendly staff to conduct a home visit and complete a safety checklist.

Navigating My Aged Care

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

We assist older people and their relatives, offering suggestions about types of support to seek and guidance on obtaining referral codes to access our in-home or Centre-based services.

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

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

Our Community Support Team Coordinators, along with the Food Services Team, conduct client reassessments, talking with people about their individual needs, goals for the future and how best to maximise independence, health and wellbeing.

Client information system

Investment in an integrated client information system has proved beneficial, with staff reporting the system is intuitive and easy to use, and practical for our day to day operations. The system yields reliable data about service usage and preliminary unit costs.

As a result, the Centre is well placed to consider recommendations about future aged care reform arising from the *Final Report of the Royal Commission into Aged Care Quality and Safety*, due to report in February 2021.

Staffing and COVID-19

Early in the year Lynn Catterson temporarily filled the role of Linen Coordinator, while Georgina Tanous was on extended leave.

Olga Telepova and Johanna Lawrence continued to work with a dedicated 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.

During the COVID-19 lockdown everyone rolled up their sleeves to make sure people had access to essential groceries and clean sheets. Staff and volunteers



Thank you for all the wonderful ways in which you show how much you care for me and the other 'oldies' who frequent the Crows Nest Centre.



also made many wellness calls to check on people's physical and mental health, and mailed activity packs to those who had been regular Centre visitors.

Johanna Lawrence conceived an intergenerational art project that brought 'lightness and joy', hand delivering artworks from children at childcare centres to older people isolated at home.

Valerie Willemsen
Community Support Manager



Computer Club

Over the last year, the Computer Club has continued to deliver one on one lessons, with training for specific needs.

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

In September we hosted a free seminar, *Travel Blogging*, showing how to set up an online diary with photos, so family and friends can vicariously live through the excitement of your travel adventures.

We also partnered with Nomad-VR to deliver a seminar, *Virtual World Tour*, during the 2020 NSW Seniors Festival.



In the first eight months of the year, 18 students attended a total of 48 sessions. Most of those who attended returned for a second session. Three participants attended multiple sessions, with one eager student returning seven times. Due to the pandemic the Club closed from late March to June 2020.

This year we received a Community Engagement Grant from Be Connected, an initiative of the Australian Government, coordinated by the Good Things Foundation. Be Connected aims to encourage older people to thrive in a digital world.

Donning virtual reality headsets, participants enjoyed learning about the technology and immersed themselves in a variety of underwater adventures.

Generously funded by North Sydney Council, copy and pictures for the Crows Nest Centre's new website were finalised. In the near future, our online presence will form part of the Centre's website.

Our continuing success is due to the dedicated volunteer tutors who form the backbone of our Club and the support we receive from the Crows Nest Centre.

David Bruce-Steer
Crows Nest Centre 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 2019-20, 80 people received around 11,000 delivered and community restaurant meals. Demand peaked during the COVID-19 lockdown, especially when some items were in short supply and supermarket shelves were stripped bare. Woolworths rallied to the cause, giving our clients toilet paper, while Reckitt Benckiser donated Glen 20 disinfectant.

Meals on Wheels makes a real difference to peoples' lives and is only possible because of the support of our dedicated

volunteers. Around 50 people volunteered for Meals on Wheels during the year. Having to suspend volunteers aged 70 years and over left a gaping hole in our service. Younger volunteers offered extra help and new volunteers came forward, in response to publicity generated by Meals on Wheels NSW.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Bloody awesome! I've never had Glen 20 before. Spraying it everywhere.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

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, canasta and Ageing Well information sessions, offer added value for clients. Door to door community transport is available on Fridays.



Sadly, COVID-19 saw the forced closure of our restaurant between March and June. Many people eagerly awaited our reopening.

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.



Billy Blue and events

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

Executive Chef and Manager of Culinary Learning, Jason Hannah, generously partnered with us on major events. Regretfully, we said goodbye to Jason in June welcoming Andrew Madden, Head Chef and Learning Facilitator.



I would like to express my appreciation for the Melbourne Cup Luncheon.

The food was delicious and so well presented.



Billy Blue catered for Xmas in July, Melbourne Cup, our volunteer Christmas party and Xmas at Xmas. On each occasion the food was delicious.

Working with staff across the Centre, the Food Services team catered for themed lunches including Australia Day and St Patrick's Day.

Staffing, training and development

Public Health Orders recommending older people remain at home impacted both clients and volunteers. In response Kitchen Hand, Paul Buhne increased his hours and Venue Coordinator, Graham O'Hearn assisted with meal deliveries, as we recruited additional volunteers.

The Food Services Team completed infection control training, instructing volunteers on correct use of protective equipment and COVIDSafe practices.

During the year, I attended regional Meals on Wheels meetings, 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.

The invaluable contribution of volunteers was recognised at our volunteer Christmas party. This coincided with the first public screening of the Centre's volunteer video, which is available on our website. Long serving Meals on Wheels volunteer, Terry Bilowol, who features in the video states: "To volunteer is not just a job. It's a love affair in giving, to people who need your help."

Amy Budden
Food Services Manager



Linen Service

The Linen Service is for frail older people and younger people with a disability, living in North Sydney and Mosman Local Government Areas. In 2019-20 the Linen Service provided more than 2700 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.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

It was a big struggle to make my bed. Thank you for making it.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

During the COVID-19 lockdown careful thinking was required about the best way to provide the Linen Service. North Sydney Council provided emergency relief funding, allowing us to purchase

additional linen for every client. We then asked each client if they had a relative, friend, neighbour or other service who might be able to assist them, in the event we were unable to continue to make their bed.



Given we also had to suspend volunteers aged 70 and over, this left a significant gap in our bed making capacity and we moved to more of a 'drop and pickup service', only making the beds of people who had no one else able to assist.

New clients

During 2019-20, 150 people received the Linen Service, including 30 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.

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.

We are grateful to the many younger volunteers who went above and beyond to assist when COVID-19 forced our older volunteers to isolate at home. Special thanks to the new volunteers who emerged during this time, keen to do something helpful and practical.

Many of our clients are mobility impaired, with limited opportunities to leave home. 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 people's lives.

Volunteers delivered Easter eggs, Christmas hampers and handmade cards from local school students to clients. 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.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

The Linen Service has been absolutely wonderful! Thank you so much.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Commercial laundry

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

Staffing

Due to family commitments I took extended leave at the beginning of the year and Lynn Catterson acted in my role.

Georgina Tanous
Linen Coordinator



Migrant Services

In October, Member for North Sydney, Trent Zimmerman, announced two years funding under the Mutual Understanding, Support, Tolerance and Respect initiative, for the Centre’s work with culturally and linguistically diverse communities.

A Crows Nest Centre information stall received many follow-up enquiries. The NSW Multicultural Commissioner, who attended the expo, was so impressed with Janice’s presentation, he extended her an invitation to meet with him.



Reach Your Potential: Employability Workshops for skilled migrants ran from July to September 2019 and February to May 2020. COVID impacted the later workshops, which moved to Zoom when the Centre had to suspend centre-based activities.

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

It is five years since the Centre received Australian Government funding for our work with migrants, so this makes the new funding especially welcome.

Employability workshops

In October, Employability Workshop’s founder, Janice Hui, spoke at a migrant employment expo, organised by the Lower North Shore Multicultural Network.

Janice told the audience that since the workshops commenced in 2013, more than 70 per cent of participants who have completed the program had found employment, most in their area of professional training.



I am totally transformed, and ready to find my desired job leveraging my skills and experiences.



Dedicated volunteer coaches work with the facilitators, offering one on one mentoring to each participant. Coaches doubled their support following the onset of COVID-19 and despite the challenging job market, 50% of participants from the most recent program secured jobs, permanent or short-term contracts within six months of graduating.



Homework help

Homework help supports primary school children from culturally and linguistically diverse backgrounds. This year 20 pupils, most from Japanese families, attended.

Adult volunteers Viviane Leveaux and Heather Ward coordinate Homework help, supervising the high school mentors and adult volunteers.

High school students from North Sydney Boys, North Sydney Girls, Monte Sant' Angelo, Queenwood, St Andrew's Cathedral School, St Aloysius', Wenona and Willoughby Girls mentor the pupils. Parents express enormous gratitude about their children's participation. Students especially enjoyed our end of year science party.

Growing community concern about the spread of COVID-19 caused Homework help to cease in March and it remained closed for the rest of the financial year.

Harmony Week

The Centre partnered with North Sydney Council, Lower North Shore Multicultural Community Network and Sydney Multicultural Community Services to prepare for this year's Harmony Week. However, with rapid escalation of the pandemic, we realised it would be unwise to proceed. We look forward to creating a future event, when it is safe for cultural celebrations to take place once more.

English conversation

Beginner and intermediate English conversation classes are offered at the Centre weekly, during school terms. In 2019-20, around 50 students attended.

Experienced volunteer teachers Sue Stephens, Denise van Beek, Frank Mansour and John Wagner work with students on their reading, writing, speaking and listening skills.

Participation was impacted by suspension of activities at the Centre from March to June, in response to COVID-19.

Bollywood music

Collaborating with AASHA Australia Foundation, the Centre hosted Bollywood music. Events featured musical entertainment and morning tea.

Diwali celebrations in October proved a highlight, while NSW Seniors Festival celebrations, in February, were a last hurrah before COVID-19 took hold.

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 new parents establish strong social and cultural connections. This year around 25 Japanese and 20 Spanish speaking mothers came with their children.

Spanish speaking mothers planned a family inclusive Christmas party, including a performance by Mario Martinez, who used to perform with the Wiggles. Needless to say, the party was an outstanding success.

Persian morning tea

Each month, up to 30 people gather to share food,

common culture and tips on how to make the most of life in Australia.

Guest speakers, presenting in Farsi, covered diverse topics, such as: *New Stories from Abroad - Migration and Ageing*, a film featuring Dr Syrus Razzaghipour, Manager of the Persian Library Sydney; and a History of the Puppet Theatre in Iran.

Volunteer Shokufeh Kavani coordinates the group. With concerns over COVID-19, especially among returning travellers, the group decided not to meet again in 2020.

Staffing

Community Engagement Coordinator, Johanna Lawrence, capably assisted with the coordination of Migrant Services.

Denise Ward
Executive Officer



Social Support

Crows Nest Centre's Social Support Service provides assisted shopping and transport, matches clients with volunteers for friendly home visits, and offers advice and support with home maintenance.

For many clients, Social Support is their only source of assistance and connection to the community. During the Centre's COVID-19 suspension of centre-based activities, staff and volunteers made many phone calls, checking in with people who were isolating at home.



Demand for individual support increased in response to COVID-19, with 165 people accessing 1750 hours of individual social support in 2019-20.

Assisted shopping, home visiting and wellness calls

In 2019-20 we supported 45 people with volunteer assisted shopping and transport or a friendly home visit. When COVID-19 struck, most people agreed to move to assisted shopping by phone.

Activities typically ranged from shopping to running errands, to having a cuppa' and a chat. In many cases wellness calls replaced the socialising people had grown accustomed to on regular shopping trips or visits to our Centre. Between April and June staff and volunteers made over 500 wellness calls.

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

Assisted shopping by phone

The home shopping delivery service assists clients who are unable to access the supermarket on their own. We have 18 regular clients utilising the service.

Clients call the Centre with their shopping list and read items 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 Centre to monitor client progress and offer additional support if needed. This year the phone calls were valued more than ever, especially when people were required to self-isolate.

Assisted transport

This year our volunteers filled around 130 assisted transport requests.

Most were for transport and support to medical appointments, typically general practitioners or a hospital clinic. We also organise transport assistance for people to access activities at our Centre and get out and about in the community.

★★★★★★★★

Thank you for going to the chemist for me. I am looking forward to our next meeting. I appreciate you giving me your time.

★★★★★★★★

Using volunteers means we can focus on individual needs and offer guidance to complete tasks that maintain independence and promote wellbeing.

Home handyman

Peter, our volunteer home handyman, is a retired master builder.



During the year he assisted 10 people with repair and maintenance tasks, including changing light bulbs and fixing leaking taps, air conditioner units and an antenna. Labour is free and clients only pay for materials.

This assistance is greatly appreciated by our older clients, who often worry about tradesmen coming into their home and feel wary negotiating fees and charges.

Home Handyman is a safe and accessible service and an asset to the Centre.

Olga Telepova and
Johanna Lawrence
Social Support Coordinators

Venue Hire

The Crows Nest Centre relies on venue hire income to underpin our operations. With continuation of William Blue College of Hospitality Management as our commercial kitchen hirer, 2019-20 finished with income of almost \$270,000. This was less than previous years because of COVID-19.

During 2019-20, we had a total of 155 paying clients using the Centre. The top 20 clients accounted for 52% of our venue hire income.

We welcomed a variety of commercial and community customers for events, meetings and training, children's activities and exercise groups, clubs and associations.

Rooms are also used for our own services and activities, including healthy ageing (hatha yoga, Feldenkrais and tai chi PLUS), English conversation, homework help, employability workshops, parent education and mothers groups.

There are six rooms available, equipped with modular furniture, whiteboards, flip charts and screens. Options include TV and sound systems, data projectors, wireless connection, water towers and light refreshments.

COVID-19 saw venue hire and other centre-based activities suspended from late March until June. Preparations for reopening required the purchase of sanitiser stations, chemical mix stations and extra equipment to enhance cleaning, display of health and safety signage and adherence to physical distancing requirements.

Fred Dafforn, Andrew Lang and Bruce Sweeting all continued as Venue Supervisors. Joe von Bornemann took on extra weekday duties, cleaning frequently touched surfaces, once the Centre reopened.

Graham O'Hearn
Venue Coordinator



Volunteering

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

Dedicated and committed, our volunteers love what they do. Forty-five new volunteers joined in 2019-20 and we now have over 200 active volunteers.

In 2019-20, we hosted a Christmas party to thank volunteers, generously catered by Billy Blue Cooking School. Due to COVID-19 we were not able to hold a mid-year volunteer appreciation lunch.

By way of compensation, we created 'thank you' postcards for our continuing and new volunteers and 'miss you' cards for those who had been suspended due to age, personal or family health issues.



We continued to refine our volunteer information system, making it easier to comply with government requirements. Voluntary administrative support from Rosemary Cheung proved invaluable.

★★★★★★★★

I loved the card you sent to the volunteers, very original and heartfelt. It's a joy to be working with you lot. I hope it all returns to normal soon.

★★★★★★★★

Lower North Shore Volunteer Coordination sponsored a volunteer movie night just before COVID-19 closed cinemas. Earlier in 2019-20, they organised a Mental Health Workshop for volunteers and hosted a recruitment expo.

Mel Corner
Volunteer Coordinator



Financial Report

for the year ended 30 June 2020

NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

NORTH SYDNEY COMMUNITY SERVICE LIMITED
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NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**DIRECTORS' REPORT
for the year ended 30 June 2020**

The directors of North Sydney Community Service Limited present their report for the year ended 30 June 2020.

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	
Dr Ivor Jonathan Farrell	Appointed November 2009	Resigned November 2019
Mr Athol Jenner	Appointed November 2006	Resigned November 2019
Ms Alice Martin	Appointed October 2018	
Dr Christopher Scarf	Appointed April 2014	
Mr True Swain	Appointed May 2017	
Ms Virginia Udy	Appointed April 2019	
Thaddeus Wziontek	Appointed June 2013	

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

INFORMATION ON DIRECTORS

Name	Occupation	Special Responsibilities
Ms Nicola Atmore	Company Director	
Mr Joshua Dowton	Pastor	Services Committee
Dr Ivor Jonathan Farrell	Managing Director	Chair (until November 2019)
Mr Athol Jenner	Volunteer Representative	Services Committee
Ms Alice Martin	Senior Investment Professional	Finance & Risk Committee
Dr Christopher Scarf	Health Care Consultant	Chair (from November 2019) Services Committee
Mr True Swain	Senior Executive Manager	Services Committee
Ms Virginia Udy	Company Director	
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 2020**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	8	8
Mr Joshua Dowton	8	8
Dr Ivor Jonathan Farrell	3	3
Mr Athol Jenner	3	3
Ms Alice Martin	8	8
Dr Christopher Scarf	8	8
Mr True Swain	8	6
Ms Virginia Udy	8	8
Mr Thaddeus Wzientek	8	8

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act 2001* is set out on page 6.

Signed in accordance with a resolution of the directors.

Director



 Christopher Scarf

Dated this 30 day of October 2020

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

DIRECTORS' REPORT
for the year ended 30 June 2020

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 2017-2020* identifies strategic initiatives and objectives:

Build on existing (and develop new) strategic alliances

- Support the development of social and recreational activities for older people from the Indian subcontinent;
- Reaffirm North Sydney Council's Homelessness Memorandum of Understanding;
- Develop Centre's understanding of other agencies servicing our key target groups.

Prepare and position for ageing and disability reform

- Management to participate in aged care reform and assess implications;
- Develop an action plan to address changes to aged care standards;
- Develop unit costing methodology for Centre's services;
- Assess and decide Centre's role in relation to packaged care;
- Assess and decide role in relation to the National Disability Insurance Scheme;

Service development, quality review and analysis

- Continue to improve client assessment/reassessment, data and analysis;
- Utilising volunteers to coordinate an enablement pilot that supports older people;
- Prepare for and participate in triennial aged care quality review;
- Source additional support for Japanese and Spanish speaking mothers;
- Enhance referral pathways to homelessness specific agencies;
- Continue to improve venue hire data collection and analysis;
- Upgrade Pat Brunton Dining Room.

Uplift brand and marketing

- Upgrade 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

- Investigate and pursue additional funding to sustain existing migrant services;
- Investigate and pursue additional funding options to expand role with parents.

Recognise and support our human resources

- Clarify our organisational structure in light of ageing and disability reform;
- Providing training and development opportunities to support future directions;
- Continue to develop client and volunteer information management system;
- Update volunteer recruitment and training resources;
- Review and implement new Board processes including risk management reporting.

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
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DIRECTORS' REPORT
for the year ended 30 June 2020

To achieve these objectives, the company has implemented the following in spite of COVID-19:

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 William Blue College of Hospitality as a venue hirer and event supporter;
- Continuity of Chinese Seniors with Chinese Christian Church, Milson's Point;
- Continuity of Bollywood Music with AASHA Foundation;
- Ongoing 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 and training events to inform future service provision.

Service development, quality review and analysis

- Initiated and supported creative ageing (e.g. sustainable bunting working bees);
- Culturally inclusive calendar of special events (e.g. NAIDOC Week, 50th Anniversary Lunar Landing, Diwali, Children's Week, Christmas, NSW Seniors Festival);
- Older people supported to access centralised assessment and referral to enable informed choices about the Centre's services and activities and access other services;
- Hosted *Ageing Well* sessions on lifestyle, health and safety, and general knowledge;
- Services Committee commenced a review of service data, costing and quality;
- Achieved continuing A Grade food safety rating;
- Updated policies and procedures to comply with new Aged Care Standards;
- Improved client registration and data collection for migrant and parent activities;
- Provided meals, showers, and referrals for people who are homeless or at risk;

Uplift brand and marketing

- Completed and launched a volunteer recruitment video;
- Continuous improvement of service delivery and special event promotional resources;
- Participation in Crows Nest Festival, aged care, migrant services and volunteer expos;
- Finalisation of a new people focused website.

Diversify funding sources

- Activated MUSTER (Mutual Understanding, Support, Tolerance, Engagement and Respect) Grant to support migrant communities;
- North Sydney Council community grants sustained Persian Morning Tea and Realise Your Potential: Employability Workshops for skilled migrants;

Recognise and support our human resources

- Created part-time Community Engagement position to support migrant services;
- Staff participated in a variety of training and development opportunities;
- Volunteer appreciation events supported by William Blue College of Hospitality Management with concurrent training delivered;
- Nominated outgoing Chair Jonathan Farrell for North Sydney Community Service Award.

Additional actions taken in response to COVID-19

- Comprehensive COVID-19 risk assessment endorsed by Board;
- Prioritised nourishment, assisted shopping and linen delivery to older clients;
- Suspended volunteers 70+ years, recruited new volunteers to sustain service delivery;
- Managed closure of Centre in response to Directives and Public Health Orders;
- Secured extra funding to offset a shortfall in venue hire, arising from Centre closure;
- Carefully reopened Centre offering a COVIDSafe environment.



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 2020, 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

Brett Hanger
Director

Dated at Sydney, this 27th day of October 2020

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NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2020

	Note	2020 \$	2019 \$
Revenue	2	1,688,000	1,464,141
Employee benefits expense		(1,017,584)	(962,094)
Depreciation and amortisation expenses		(6,630)	(9,290)
Other expenses		(428,691)	(484,268)
		<hr/>	<hr/>
Profit/(loss) for the year		235,095	8,488
Other comprehensive Income		-	-
		<hr/>	<hr/>
Total comprehensive income for the period		235,095	8,488
		<hr/>	<hr/>
Profit(loss) attributable to the entity		235,095	8,488

The accompanying notes form part of these financial statements.

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NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**STATEMENT OF FINANCIAL POSITION
as at 30 June 2020**

	Note	2020 \$	2019 \$
Current Assets			
Cash and cash equivalents	4	898,835	671,293
Trade and other receivables	5	145,953	56,244
Inventories	6	4,143	2,779
Total Current Assets		1,048,931	730,316
Non-Current Assets			
Property, plant & equipment	7	60,554	45,788
Total Non-Current Assets		60,554	45,788
Total Assets		1,109,485	776,104
Current Liabilities			
Trade and other payables	8	126,234	202,946
Contract liabilities	9	92,883	-
Short-term provisions	10	178,156	163,670
Total Current Liabilities		397,273	366,616
Non-Current Liabilities			
Long-term provisions	10	54,105	42,403
Total Non-Current Liabilities		54,105	42,403
Total Liabilities		451,378	409,018
Net Assets		658,107	367,086
Equity			
Reserves		366,389	310,466
Retained earnings		291,717	56,622
Total Equity		658,107	367,088

The accompanying notes form part of these financial statements.

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NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2020

	Reserves \$	Retained Earnings \$	Total \$
Balance at 1 July 2018	310,466	48,134	358,600
Profit/(loss) for the year	-	8,488	8,488
Balance at 30 June 2019	310,466	56,622	367,088
Changes due to AASB 1058 and AASB 15 adoption (note 1(j))	-	55,923	55,923
Balance at 1 July 2019 – restated	310,466	112,545	423,011
Profit/(loss) for the year	-	235,095	235,095
Transfer to/(from) reserves	55,923	(55,923)	-
Balance at 30 June 2020	366,389	291,717	658,107

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 2020

	Note	2020 \$	2019 \$
Cash Flow from Operating Activities			
Receipts in the course of operations		1,882,753	1,586,768
Payments to suppliers and employees		(1,644,855)	(1,603,826)
Interest received		11,040	14,720
Net cash provided by (used in) operating activities	12(b)	248,938	(2,338)
Cash Flow from Investing Activities			
Payments for property, plant and equipment		(21,396)	-
Net cash provided by (used in) investing activities		(21,396)	-
Cash flow from Financing Activities			
Net cash provided by (used in) financing activities		-	-
Net increase (decrease) in cash held		227,542	(2,338)
Cash at beginning of the year		671,293	673,631
Cash at end of the year	12(a)	898,835	671,293

The accompanying notes form part of these financial statements.

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NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2020**

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. 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.

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2020**

e. 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.

f. 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.

g. 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.

h. 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.

i. Comparative Figures

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

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2020

j. New Australian Accounting Standards

Impact on adoption of AASB 16 Leases

The Company has adopted AASB 16 from 1 July 2019. The standard replaces AASB 117 'Leases' and for lessees eliminates the classifications of operating leases and finance leases. Except for short-term leases and leases of low-value assets, right-of-use assets and corresponding lease liabilities are recognised in the statement of financial position. Straightline operating lease expense recognition is replaced with a depreciation charge for the right-of-use assets (included in operating costs) and an interest expense on the recognised lease liabilities (included in finance costs).

The adoption of AASB 16 did not have a material impact on the Company's financial statements.

Impact on adoption of AASB 15 Revenue from Contracts with Customers (AASB 15) and AASB 1058 Income of Not-for-Profit Entities (AASB 1058)

AASB 15 Revenue from Contracts with Customers supersedes AASB 111 Construction Contracts, AASB 118 Revenue and related Interpretations and it applies, with limited exceptions, to all revenue arising from contracts with its customers.

AASB 15 establishes a five-step model to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer. AASB 15 also includes implementation guidance to assist not-for-profit entities to determine whether particular transactions, or components thereof, are contracts with customers. If a transaction is outside the scope of AASB 15, the recognition and measurement of income arising from the transaction may instead be specified by another Standard, for example AASB 1058 Income of Not-for-Profit Entities.

AASB 1058 replaces the income recognition requirements in AASB 1004 Contributions that had previously applied to the Company. AASB 1058 provides a more comprehensive model for accounting for income of not-for-profit entities and specifies that:

- the timing of revenue or income recognition will depend on whether a performance obligation is identified or a liability is recognised;
- not-for-profit lessees can elect to recognise assets, including leases provided at significantly less than fair value, at their fair value; and
- all not-for-profit entities can elect to recognise volunteer services at fair value if the fair value of those services can be reliably measured.

Upon initial application of the Standard, the following adjustments were made as at 1 July 2019:

Decrease in contract liabilities (\$55,923)

Increase in accumulated funds \$55,923

NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

	2020 \$	2019 \$
2 REVENUE		
Subsidies & Funding Grants	1,262,617	956,445
Meal and Catering	72,341	77,463
Hall & Room hire	193,072	255,128
Kitchen Hire utilities	76,756	73,365
Interest Received	11,040	14,720
Donations & Fund Raising	14,394	20,149
Community Services	51,169	60,421
Other Income	6,612	6,449
	<u>1,688,000</u>	<u>1,464,141</u>
3 PROFIT/(LOSS) FOR THE YEAR		
Profit/(Loss) for the year has been determined after :		
Charging as expenses:		
Remuneration of auditors		
- Audit services	11,000	7,800
	<u>11,000</u>	<u>7,800</u>
4 CASH AND CASH EQUIVALENTS		
Cash on hand	940	840
Cash at bank	5,622	10,436
Cash at bank - direct investments	892,273	660,017
	<u>898,835</u>	<u>671,293</u>
Attributable to:		
Asset replacement	226,423	214,842
Bequests	83,867	83,867
Small grants	55,923	-
Provisions for employee entitlements	232,261	206,073
Available to fund operations	300,361	166,511
	<u>898,835</u>	<u>671,293</u>
5 TRADE AND OTHER RECEIVABLES		
Trade debtors	65,168	16,913
Accrued revenue	62,210	16,866
Prepayments	18,575	22,465
	<u>145,953</u>	<u>56,244</u>
6 INVENTORIES		
Stock on hand	4,143	2,779
	<u>4,143</u>	<u>2,779</u>

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

	2020 \$	2019 \$
7 PROPERTY, PLANT AND EQUIPMENT		
Plant and equipment - at cost	140,016	118,621
Less accumulated depreciation	<u>(112,219)</u>	<u>(106,632)</u>
	27,797	11,989
Furniture, fixtures and fittings - at cost	116,117	116,117
Less accumulated depreciation	<u>(116,022)</u>	<u>(115,835)</u>
	96	282
Leasehold improvements	104,978	104,978
Less accumulated depreciation	<u>(72,317)</u>	<u>(71,461)</u>
	32,661	33,517
Total Property, Plant and Equipment	<u>60,554</u>	<u>45,788</u>
8 TRADE AND OTHER PAYABLES		
Trade payables	67,472	84,094
Sundry payables and accrued expenses	<u>58,761</u>	<u>118,851</u>
	<u>126,234</u>	<u>202,946</u>
9 CONTRACT LIABILITIES		
Current		
Contract liabilities	92,883	-
	<u>92,883</u>	<u>-</u>
10 PROVISIONS		
Current		
Employee entitlements	178,156	163,670
	<u>178,156</u>	<u>163,670</u>
Non-current		
Employee entitlements	54,105	42,403
	<u>54,105</u>	<u>42,403</u>
11 EVENTS AFTER BALANCE SHEET DATE		

The impact of the Coronavirus (COVID-19) pandemic is ongoing and while it has been financially positive for the company up to 30 June 2020, 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.

No other matter or circumstance has arisen since 30 June 2020 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.

NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

	2020	2019
	\$	\$
12 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>898,835</u>	<u>671,293</u>
(b) Reconciliation of Net Cash used in operating activities to profit/(loss) for the year		
Profit/(loss) for the year	235,095	8,488
Depreciation	6,630	9,290
Decrease (Increase) in Receivables	(89,709)	(7,152)
Decrease (Increase) in Inventories	(1,364)	(90)
(Decrease) Increase in Payables	(20,786)	(25,488)
(Decrease) Increase in Contract liabilities	92,883	-
(Decrease) Increase in Provisions	<u>26,188</u>	<u>12,613</u>
Net Cash Flow Used in Operating Activities	<u>248,938</u>	<u>(2,338)</u>

13 COMPANY DETAILS

The registered office of the company is:
North Sydney Community Service Limited
2 Ernest Place
CROWS NEST NSW 2065

The principal place of business is:
North Sydney Community Service Limited
2 Ernest Place
CROWS NEST NSW 2065

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**DIRECTORS' DECLARATION
for the year ended 30 June 2020**

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 2020 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 30 day of October 2020

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 2020**

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 30 day of October 2020



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTH SYDNEY COMMUNITY SERVICE LIMITED

Opinion

We have audited the financial report of North Sydney Community Service Limited (the Company), which comprises the statement of financial position as at 30 June 2020, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes, and the directors' declaration.

In our opinion, the accompanying financial report of North Sydney Community Service Limited has been prepared in accordance

with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a) giving a true and fair view of the North Sydney Community Service Limited's financial position as at 30 June 2020 and of its performance for the year ended then ended; and
- b) 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 North Sydney Community Service Limited in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and 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.

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 responsible entities' 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.

Responsibilities of the Directors for the Financial Report

The directors of North Sydney Community Service Limited 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 report is appropriate to meet the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a 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.

The directors are responsible for overseeing the Company's financial reporting process.

Nexia Sydney Audit Pty Ltd
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Auditor's Responsibilities for the Audit of the Financial Report

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee of management, as well as evaluating the overall presentation of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Nexia Sydney Audit Pty Limited



Brett Hanger

Director

Dated in Sydney, this 2nd day of November 2020

Directors



Dr Christopher Scarf
Chair



Virginia Udy
Director



Ted Wziontek
Director



Nicola Atmore
Director



Pastor Joshua Dowton
Director



Alice Martin
Director



True Swain
Director

Supporters

AASHA Australia Foundation
 Bakers Delight Crows Nest
 Better Business Partnership
 Bruce W Stephens & Associates
 Cammeray Public School
 Chinese Christian Church Milsons Point
 Community Connect
 Connecting Up
 Crows Nest Mainstreet
 Crows Nest Uniting Church
 Department of Health
 Department of Home Affairs
 Department of Social Services
 EarlyEd
 Explore and Develop Leichhardt
 Fresh Crows Nest
 Ganache Patisserie Castlecrag
 Glen Turner
 Good Things Foundation
 Hayden Picture Palace Cremorne
 History and Heritage Centre Stanton Library
 Holly and Melissa Hogan
 Kids Kove
 Konrad Schalch
 Lions Club of Manly
 Little Zak's Academy
 Loreto Kirribilli
 Lower North Shore Volunteer Referral Coordinator
 Maggie Langtry Photography
 Meals on Wheels NSW
 Monte Sant' Angelo Mercy College
 Mosman Council
 MTO Shahmaghsoudi
 Naremburn Family Centre CatholicCare
 Northern Sydney Local Health District
 Northside Baptist
 North Sydney Boys High School
 North Sydney Girls High School
 North Sydney Demonstration School
 North Sydney Council
 NSW Department of Communities & Justice
 Queenwood School for Girls
 Rotary Club of Crows Nest
 Rotary Club of North Sydney
 Rotary Club of North Sydney Sunrise
 St Aloysius' College
 St Andrew's Cathedral School
 St George Community Housing
 St Mary's Primary School
 StreetSmart Australia
 Sydney Harbour Federation Trust
 Sydney North Health Network
 Tanya Pearson Academy
 The Tokens
 Tina Mulholland
 Waverton Hub
 Wenona Girls
 William Blue College of Hospitality
 Willoughby Girls High School
 Woolworths
 Worldwide Printing Solutions St Leonards

Staff

Amy Budden
 Food Services
 Manager

Sue Lloyd
 Accounts Manager

Paul Buhne
 Kitchen Hand

Graham O'Hearn
 Venue Coordinator

Lynn Catterson
 (until Aug 2019)
 Receptionist/
 Linen Coordinator

Sam Quayle
 Food Services
 Assistant

Melanie Corner
 Special Projects/
 Volunteer
 Coordinator

Bruce Sweeting
 Venue Supervisor

Georgina Tanous
 Linen Coordinator

Fred Dafforn
 Venue Supervisor

Olga Telepova
 Social Support
 Coordinator

**Tatiane Gonzales
 Da Silva**
 (Mar 2020)
 Receptionist

**Joe von
 Bornemann**
 Venue Supervisor

Philippa Hutson
 (until Mar 2020)
 Receptionist

Denise Ward
 Executive Officer

Suchi Kuppili
 (on leave)
 Receptionist

Valerie Willemsen
 Community
 Support Manager

Andrew Lang
 Venue Supervisor

**Johanna
 Lawrence**
 Community
 Engagement
 Coordinator



The Crows Nest Centre



Joint Strategic Plan 2020-25

*The Crows Nest Centre
North Sydney Council*



Crows Nest Centre Joint Strategic Plan 2020-25

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1.0 INTRODUCTION

2.0 CHARACTERISTICS AND RESOURCES

3.0 PLANNING ISSUES.....

4.0 BASIS FOR MANAGEMENT

APPENDICES

North Sydney Council Ten Year Asset Management Plan for Crows Nest Centre

Crows Nest Centre Strategic Plan 2020-25

Community Centres, Cultural & Recreational Facilities Policy

Crows Nest Centre Joint Strategic Plan 2020-25

1.0 INTRODUCTION**1.1 Preamble**

The Local Government Act 1993, Sections 36 & 37 requires Council to adopt a Plan of Management for any buildings erected on community land before a lease can be signed. The Crows Nest Centre Joint Strategic Plan is a joint planning statement by North Sydney Council and North Sydney Community Services Ltd (trading as The Crows Nest Centre). It is based on the Centre's own Strategic Plan 2020-25 (Appendix 2), Council's Community, Cultural and Recreational Facilities Policy (Appendix 3) and programme of works (Appendix 1).

1.2 The Lease

Council has leased the Centre's levels 1-3 to the North Sydney Community Services (trading as The Crows Nest Centre) until June 2024. Excluded from the lease is the joint Council/NSW Health's Family and Children's Services Centre and Studio A (Artists with Disabilities) as well as the Community Transport Office and the Occasional Care Centre KidsNest which have separate leases with Council.

1.3 Community Consultation

Community consultation is important in the production of any Strategic Plan. It provides Council and the Centre with a sound understanding of the crucial issues for the community and an understanding about the role that community centres play in their lives.

Public involvement and consultation generates an understanding of Council's facility management plans, combats misinformation and misunderstanding, and fosters support for Council's and the Centre's programs and policies. The consent and co-operation of the users of the centres facilitates management and lends weight to the status of the Strategic Plan.

Writing a submission:

Submissions give members of the public an opportunity to express their opinions, provide information and suggest alternatives to the proposed management strategies for The Crows Nest Centre.

To ensure submissions are as effective as possible:

- (1) List all points according to the sections and page number in the Joint Strategic Plan
- (2) Briefly describe each subject or issue you wish to discuss
- (3) State which strategies you agree or disagree with, and give your reasons
- (4) Suggest alternatives to deal with any issue with which you disagree

Written submissions should be sent to:

The General Manager
North Sydney Council
PO Box 12
NORTH SYDNEY NSW 2059
Attention: A/Director, Community and Library Services

Crows Nest Centre Joint Strategic Plan 2020-25

1.4 The Joint Strategic Plan

The Strategic Plan arises jointly from the shared desire of Council and the Centre to co-ordinate our two activities.

The Plan provides a basis for assigning priorities in works programming and budgeting.

The Plan will be reviewed annually to assess implementation and performance and a review at the end of the lease to allow policy and planning issues to be updated.

1.5 Purpose of the Joint Strategic Plan

The aim of this document is to produce a Strategic Plan for The Crows Nest Centre in accordance with the Local Government Act, 1993.

The Crows Nest Centre is the principal resource for aged services and support in the LGA. As such it has major importance for the whole community. A Strategic Plan setting out clearly the existing and anticipated future uses of the facility occupied by the Centre is seen as an essential guide for the community and to Council and North Sydney Community Services Ltd. (The Crows Nest Centre's legal name).

1.6 Council's Facility Management goals

The production of this Joint Strategic Plan is closely linked with North Sydney Council's overall Property and Design strategic objectives, as set out in the North Sydney Council Delivery Program and associated documents. The objectives of strategic asset management are to:

- ensure assets meet their service needs
- achieve appropriate standards
- identify and plan forward commitments
- maximise utilisation
- deliver cost effective asset services
- obtain required funding
- identify the relative importance of each asset

1.7 Council's Community Centre Policy

After extensive consultations involving those centres with community-based management boards, Council adopted a revised Community Centres Policy in 2013. Management of the Crows Nest Centre should be in accordance with the objectives set out in this policy:

- a) Provide a network of community spaces/programs throughout the North Sydney local government area, fostering among residents, students, the local workforce and Council, a sense of belonging to the North Sydney community;
- b) Provide or facilitate provision of high quality and appropriate services;
- c) Strive towards making centre based, and outreach, programs and activities for residents affordable and accessible;
- d) Overcome social isolation and encourage social networking;
- e) Provide major community facilities, which would not otherwise be available to the North Sydney community;
- f) Maximise the community's use of Council facilities;

Crows Nest Centre Joint Strategic Plan 2020-25

- g) Facilitate community involvement in management of centres;
- h) Support a mix of management models, each appropriate to the centre concerned, so as to tap the skills and enthusiasm of the widest cross section of the community;
- i) Provide for centres which, in total, give an adequate level of support to the following key areas - child care, including vacation care; youth services; aged and disability services; family services; arts and culture; activities and services for culturally and linguistically diverse communities; community health, including mental health; adult education; information dissemination; recreation; library services; and historical services;
- j) Develop and maintain strategic alliances with other councils, the State and Federal government departments, and the non-government community services sector, to enrich the range and depth of services available of the North Sydney community;
- k) Maximise developer contribution, where appropriate, to the cost of new or expanded centre provision;
- l) Facilitate grant applications, relevant to centre programs;
- m) Maintain the centre buildings and grounds to agreed standards;
- n) Upgrade and enhance centres where appropriate, based on consultation with users and providers;
- o) Promote the centres as a council/community good;
- p) Monitor, and assist where appropriate, the centres' financial and management performance through a range of strategies; and
- q) Facilitate and initiate new uses/services;
- r) Ensure that services provided through the centres are accessible to all members of the public of the North Sydney local government area; and
- s) Ensure that sub-leasing or room hire of centres by Centre Management is restricted to groups serving the same needs as those identified in i) above.

1.8 Leasing of Community Facilities

It is Council's strategic practice to lease The Crows Nest Centre building and its curtilage to North Sydney Community Services Ltd for a maximum term of five years at any one time. In this respect it is a requirement of the lease that it be accompanied by a Joint Strategic Plan.

The purpose of granting a lease of a public facility such as The Crows Nest Centre, is to facilitate the management of the community resource for the ultimate benefit of the community. In this regard the terms and conditions of any lease of a community facility must ensure that the lessee will manage the facility in the public interest.

The granting of a lease authorises the management of the community facility by the appointed community organization, which is granted tenure of the community facility. In this respect the practice of granting a lease is required where control of all or part of a community facility is desirable to ensure the optimum management of the facility.

Activities under a lease must be compatible with the zoning of the land and must provide a direct community benefit. In this regard the terms and conditions of a lease must require that the lessee be accountable to ensure proper management of the community facility such that it functions in accordance with Council's policy and meets the wishes and expectations of the community. The lessee is therefore duly appointed to undertake the management of the community facility on behalf of the Council.

Crows Nest Centre Joint Strategic Plan 2020-25

The management of the Community Centre is required to be monitored by the Council on an annual basis to ensure the lessee's compliance with the terms and conditions of the lease and to ensure that the performance targets established under the Joint Strategic Plan for the facility are met. Upon expiry of each five-year term Council will be well placed to assess the lessee's performance and whether the lessee has satisfactorily complied with the conditions of lease. The conditions of lease will be reviewed to ensure consistency with Council policy.

1.9 North Sydney Community Services' Mission Statement

Mission Statement:

The Crows Nest Centre exists to provide and facilitate community programs and services that: connect our community, sustain community well being and reduce social isolation

2.0 LOCATION

2.1 Site Location History and Heritage

The Crows Nest Centre is located at 2 Ernest Street, Crows Nest. The Centre was officially opened by the Mayor of North Sydney, Alderman E.C. Mack and the Chairman of the North Sydney Community Service Board, Ald. Roslyn Crichton, 20 June 1987.

3.0 PLANNING ISSUES

3.1 Background

Under North Sydney LEP 2013, 2 Ernest Place Crows Nest is zoned SP2 – Infrastructure (Community Facility) and SP2 - Infrastructure (Car Park). These purposes shown on the Council's Land Zoning Map are permissible within that zone.

The Crows Nest Centre is located in the middle of the busy Crows Nest Shopping Centre, off Willoughby Road. Office hours of operation are 8:30 am to 4:30 pm, Monday to Friday, while Room hire is also available in the evenings and on the weekend. The Centre's operations are supported by a clause in the proposed lease, which allocates parking spaces to these activities. The cost of these places is reported through Council's Donations program. The Centre is located within Crows Nest Village as defined under Council's Local Area Character Studies. The Centre's commercial kitchen was used by a cooking school and is also used for preparing meals for in-centre functions and for packaging of meals brought in from elsewhere to be delivered through the Meals-on-Wheels service.

In 2012, in consultation with the Board, Council prepared a Development Application to provide a better arrangement of space to address Federal and State Governments' changing priorities in age and disability care and services, and a better presentation of the foyer. Owing to limited funds, a reduced scope of works was approved in 2013 to limit the work to (i) foyer enhancement (ii) installation of an operable wall on Level 3 to allow two small rooms to become one as needed and (iii) an enhanced accessible male toilet for the main meal room on Level 1.

In 2016, Level 4 was vacated by the commercial tenant and Council made alterations for a purpose-built Early Childhood Centre to replace the too-small space on Level 2, and allow for an additional

Crows Nest Centre Joint Strategic Plan 2020-25

nurse. A smaller portion of Level 4 has been leased to Studio A, a not-for-profit organisation for artists with disabilities, funded by the NSW Government through Create NSW.

3.2 Landscape Character

The public landscape adjacent to the Crows Nest Centre is an area of open space generally comprising lawns, gardens and specimen tree planting that is intensively utilised by Centre users, local business workers, residents and for local festivals and markets. The high intensity of use the landscape receives is reflected in the high frequency of maintenance that is allocated to this area of open space.

Ernest Place is zoned Open Space and managed by Council as a Neighbourhood Park under its *Neighbourhood Parks Plan of Management*. Historically, it has been the focus for community-based events including the Crows Nest Fair and Carols by Candlelight and the Crows Nest Markets (staged by North Sydney Rotary), which occur every third Saturday of the month.

Conversion of Holtermann Street Carpark to a neighbourhood park

Following a State Government Grant in October 2020 to improve open space in Crows Nest, a Council project team is developing a proposal to relocate all the parking from the carpark underground and establish a passive recreation park at grade. Tenders are expected to be called in 2021 with construction to be complete by 2023.

3.3 Access

The Centre's access features include a lift (upgraded in 2011/12), a hearing loop in the Johnson Room, an accessible toilet on level 1 and a refurbished Homeless person's shower. All of the centre's activities rely on efficient, functioning lifts and the parking provided by the adjacent Holtermann Street carpark. Council is engaged with management of the Crows Nest Centre (as well as the other tenants) to ensure their input into design of the carpark and continuity of service during construction.

3.4 Relationship with other Community Centres

Having regard to the network of community centres supported through Council's Community Centres Policy, the Crows Nest Centre will actively participate in quarterly meetings of the centres and Council's Community Development team, with a view to information exchange, avoidance of duplication, and the taking advantage of opportunities for co-operative projects. A key characteristic of the Centre is its relationship with three important services with which it shares the building: North Shore Community Transport, the Crows Nest Early Childhood Centre, and Crows Nest Occasional Care.

3.5 Outdoor Structures

Footpath murals are a feature of approaches to the Centre's entrance. 'Aqua Marine' is a Mosaic mural on the fountain in Ernest Place. It was designed by artist Helen Pynor and the Community Mosaic Group. It was installed on 7 May, 2002.

In 2012 Council in partnership with Crows Nest Mainstreet built a permanent covered stage in front of the Crows Nest Centre to be used as a performance space for performers, bands and choirs.

Crows Nest Centre Joint Strategic Plan 2020-25

In May 2012 Council resolved:

THAT the applicant must prepare a plan of management for the performance stage, following consultation with the tenants of the Crows Nest Community Centre. This plan is to be approved of by the General Manager of North Sydney Council. The Crows Nest Centre continues to manage the stage bookings to ensure no conflict between users of the centre and users of the Stage

The existing Holtermann Street carpark – physically attached to the Crows Nest Centre is a significant structure that is discussed above under Landscape Character. It contains storage rooms for Community Transport (such as wheelchairs) and for the Centre itself.

3.6 Indicative Program of Maintenance and Upgrade

An indicative ten-year programme of maintenance is provided. Capital upgrades identified relate to refurbishment of the foyers and Johnson Room

4.0 BASIS FOR MANAGEMENT

4.1 Philosophical basis for the Joint Strategic Plan

The primary aim of The Crows Nest Centre Joint Strategic Plan is to provide guidelines for the future use, development, management, and maintenance of the Centre. The Crows Nest Centre is one of the LGA's most important community centres. The board of North Sydney Community Services Ltd holds overall responsibility for management of this centre. The board consists of nine directors of which North Sydney Council is able to nominate two and the other seven are elected.

Council supports this management model in several ways, including through adequate maintenance and by ensuring that any future development is compatible with the desired character of the Centre. Council and North Sydney Community Services must be responsive to the changing needs of the community and users of the Centre. The Joint Strategic Plan must have the flexibility to incorporate and take advantage of future requirements and respond to changing needs and social changes as they arise.

4.2 Management Objectives

Based on legislative requirements, community needs and expectations, and the values and assets of North Sydney Community Services itself, the following board, primary management objectives have been identified:

- to manage the centre for community use in accordance with the overall objectives of Council's current Delivery Program and associated documents.
- to manage the Centre in accordance with the Crows Nest Centre Strategic Plan 2020-25 (see attached).
- to manage the Centre in accordance with the aims and objectives of Council's Community Centres Policy (see attached).

Crows Nest Centre Joint Strategic Plan 2020-25

- to provide and maintain a high-quality community centre which meets the need of the local and wider community.
- to cater for people with disabilities within the physical constraints of the centre.
- to provide for public safety.
- to ensure the Joint Strategic Plan is flexible and able to evolve with changing community attitudes.
- to grant a lease to North Sydney Community Services Ltd, the terms of which will require that the lessee will manage the centre for the benefit of the community in accordance with the general objectives of this Joint Strategic Plan.
- general objectives of this Joint Strategic Plan.

4.3 Specific Management Objectives

In adopting its 2020-25 Strategic Plan The Crows Nest Centre identified the following initiatives

- Building on existing (and developing new) strategic alliances
- Preparing and positioning for ageing and disability reform
- Continuing service development, quality review and evaluation
- Uplifting brand and marketing
- Diversifying funding sources
- Recognising and supporting volunteers and staff

Its target groups remain as with the previous plan:

- **Older people**
- **People with a disability**
- **Migrants** (a wide range but with the emphasis on Chinese, Japanese, Spanish and Hindi)
- **Parents**
- **People who are homeless or at risk of homelessness**
- **Volunteer Management** (with 200+ volunteers, the Crows Nest Centre is the leader among Council's community Centres in this respect).

4.4 Reporting

The Crows Nest Centre Board will review the Joint Strategic Plan annually and provide a report to Council each February/March, according to a template provided by Council, so that Council can review the progress of the Plan.

28/03/2019

Crows Nest Community Centre

Item Description	Code	Cost	Cycle	Ledger year												
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028			
Plumbing	RR1	\$6,100	1	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100
Electrical	RR1	\$6,900	1	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900
Building repairs	RBR	\$30,600	1	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600
Touch up painting	PTU	\$6,600	1	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Air conditioning	RR1	\$21,800	1	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800
Fire services	RR1	\$4,600	1	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600
Exit and emergency lights	RR1	\$1,700	1	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700
Security system	RR1	\$1,400	1	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400
Lift	RR1	\$7,900	1	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900
Pest control	RR1	\$2,200	1	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200
Sand and reseal foyer	SRF	\$1,700	3	\$0	\$1,700	\$0	\$0	\$1,700	\$0	\$0	\$1,700	\$0	\$0	\$1,700	\$0	\$0
Gutter cleaning	RR1	\$1,100	1	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100
Water Rates & Sewer Charges	RR1	\$31,800	1	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800
Insurance	FC1	\$26,500	1	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500
Rates - Council	FC1	\$28,200	1	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200
Misc. purchases	FC1	\$3,400	1	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400
Share of admin costs	FC1	\$17,200	1	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200
Total Recurrent Expenditure				\$198,000	\$199,700	\$198,000	\$198,000	\$199,700	\$198,000	\$198,000	\$199,700	\$198,000	\$199,700	\$198,000	\$198,000	\$198,000
Capital Works Program																
Internal Repainting	PGA	\$22,000	7	\$0	\$22,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,000	\$0
Paint External arcade roof structure etc	PEB	\$20,000	5	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Replace carpet	RCA	\$80,000	10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repair roof	RCR	\$70,000	7	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Air conditioning duct cleaning	ACC	\$22,000	12	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,000
Lift upgrade		\$175,000														
Upgrade fire system & panel		\$90,000	12	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upgrade air conditioning system		\$80,000					\$80,000									
Building services upgrade		\$150,000			\$150,000										\$150,000	
Refurbish toilets		\$150,000						\$50,000								\$150,000
BMS upgrade		\$40,000			\$40,000											\$40,000
Chiller Replacement		\$120,000														\$120,000
Building refurbishment		\$50,000		\$50,000											\$50,000	
Total Capital Works Expenditure				\$50,000	\$172,000	\$40,000	\$80,000	\$140,000	\$0	\$80,000	\$40,000	\$80,000	\$222,000	\$50,000	\$312,000	

North Sydney Council / A Lo



Crows Nest
Centre

Connecting Our Community

Strategic Directions 2020-2025

North Sydney Community Service Ltd

About us

Since 1972 North Sydney Community Service Ltd, trading as Crows Nest Centre, has supported the residents of North Sydney and surrounding areas.

Located in the heart of Crows Nest's shopping precinct, we are a not-for-profit organisation and registered charity.



All our services and activities are designed to enhance quality of life and build a sense of community, especially among those who could be isolated or at risk in any way such as older people, people with a disability, migrants, parents and people who are homeless.

We are supported by Commonwealth, State and Local Government, as well as local schools, churches, businesses, service clubs, individuals and other agencies.



Since the Centre's inception we have operated under a Joint Strategic Plan with North Sydney Council delivering services from our Council owned community centre.

Our vision

A connected community.

Our 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

Our values

Work of the Crows Nest Centre is guided by our values:

- Caring
- Inclusive
- Effective
- Ethical



Our operating model

Our Centre works with older people, people with a disability, parents, migrants and people who are homeless or at risk of homelessness, many of whom are socially isolated. We aim to make an impact for individuals, groups and the community.

We seek to improve our clients' quality of life by:

- Offering practical in-home and centre based services and activities
- Supporting life transitions
- Creating opportunities for people to utilise and contribute their skills
- Fostering creative expression
- Encouraging lifelong learning
- Promoting a sense of fun and enjoyment of life.

By connecting people through the Centre's group activities, community programs and networks, we help to reduce isolation and loneliness.



Every day, in all that we do, the Crows Nest Centre strives to create a sense of community wellbeing, in our local community and further afield, contributing to our vision of a more connected community.



Our operating principles

Our service delivery is based on:

- The right of people to maintain independence and make choices about their own lives
- The right of people to dignity, respect, privacy and confidentiality
- The right of people to be valued as individuals
- The right of people to access service on a non-discriminatory basis and
- The right of the community to receive accountable and responsive service.

Our external environment

Ageing and disability

With one in five North Sydney residents aged 60+, ageing and disability continues to be at the heart of the Crows Nest Centre's services and activities.

Experience shows that early retirees are more interested in healthy ageing activities or contributing as a volunteer, while people aged 75 and over often seek help to remain independent in their own home.

Over the last decade, the Centre has been impacted by continuing aged care reform as well as the National Disability Insurance Scheme (NDIS).

Changes to the ageing and disability sectors

continue apace. The current Royal Commission into Aged Care Quality and Safety is due to report in February 2021.

The Royal Commission will likely recommend changes to aged care funding, giving older Australians greater control in the purchase of services in a more regulated and accountable system.



For some years, the Australian Government has been interested in consolidating Commonwealth Home Support Programme (CHSP) services and Home Care Packages, but clarity about how best to achieve this has proved elusive. The 2020-21 Federal Budget allocated \$4.6m to “development of a single in-home support program for older people at home”, without providing any detail.



Our Centre’s current CHSP funding is assured to 30 June 2022. As yet the implications are unclear, but combined with recommendations from the Aged Care Royal Commission, the outcomes for the Centre are likely to be significant.

Notably, the World Health Organisation has declared 2020-30 the ‘Decade of Healthy Ageing’. In response, we hope to see increased Government support for healthy ageing initiatives .

The Royal Commission into Violence, Abuse and Neglect and Exploitation of People with Disability is due to report in April 2022. Our Centre previously chose not to register as a NDIS provider, however a small number of people with a disability, most of whom fall outside the scope of the NDIS, have chosen to continue to access our services and activities.

Migrants

Cultural diversity is increasing in North Sydney. Twenty-two percent of North Sydney residents speak a language other than English at home (Australian Bureau of Statistics 2016). The main languages they speak at home include Mandarin, Cantonese, Japanese, Spanish, French and Hindi.

Our Centre has been granted funding (2019 to 2021) through the Australian Government's Mutual Understanding, Support, Tolerance, Engagement and Respect (MUSTER) initiative, allowing us to bolster our migrant service activities. Regrettably, this funding is strictly time limited, with no prospect of renewal.

Having previously experienced the withdrawal of migrant services funding, we rely heavily on volunteers to deliver our migrant services. Consequently, we aim to target our migrant service delivery to programs we can sustain when the current MUSTER funding expires at the end of 2020/21.



Parents

North Sydney is an increasingly attractive area for families seeking accommodation close to employment, services, facilities, education and entertainment. The *North Sydney Family and Children's Services Strategy* (2018) draws on data from the Australian Bureau of Statistics (2016) identifying that between 2011 and 2016 the number of North Sydney households with children increased by 1,352 including 1,090 coupled households with children under 15 years.



Over that period an additional 492 children aged 0-4 years and a further 895 children aged 5-11 years were living in the area. The Strategy identified an increasing willingness of families to live in high rise apartments contributing to this trend. Given the high numbers of apartments developed in the locality over the past five years, it is expected that the 2021 census will reveal a further increase in the number of children and families residing in our local community.

Homeless or at risk

North Sydney Council's Homelessness Strategy (2013) recognises growth in the number of people who are homeless or at risk seeking support, many of whom are also dealing with concurrent difficulties such as poor physical or mental health, drug and alcohol issues, or interaction with the criminal justice system.

Limited affordable local housing makes it very difficult for people who are homeless or at risk to access suitable accommodation leaving them poorly placed to address complex personal issues.

In July 2020, information prepared by id. the population experts, for North Sydney Council, identified that 4.2% of North Sydney's population were receiving COVID-19 JobSeeker payments. It is widely expected that the proposed substantial reduction of these payments from the end of March 2021 will lead to an increase in the number of people who are homeless or at risk in our local community.





Local development

The development of Crows Nest's Metro Station is well advanced with the new station expected to open in 2024.

Population and housing projections prepared for North Sydney Council by the population experts in 2017 forecast that between 2016 and 2036, the estimated resident population of Crows Nest St Leonards is expected to grow by 57% to a total of 11,392 people (at an annual average increase of 2.29%). Over the same time, the forecast for population growth across the North Sydney Local Government Area is 17% to a total of 84,422 people.

These changing demographics are reflected in the NSW Department of Planning, Industry and Environment's *St Leonards and Crows Nest 2036 Plan* (August 2020).





It proposes urban renewal of St Leonards and Crows Nest, with an expanded employment centre (63,500 jobs in St Leonards by 2036) and a growing residential community across St Leonards, Greenwich, Naremburn, Wollstonecraft, Crows Nest and Artarmon with 6,683 new homes added by 2036.

The St Leonards Crows Nest Plan also responds to community requests for more open space by proposing the use of developer contributions to create a new park with underground parking on the site of the existing Holtermann Street carpark, adjoining our Centre. The demolition and construction phase of this project will present some challenges for our Centre.

Our planning process

In August 2020 we held a workshop with clients, staff, volunteers and North Sydney Council representatives to:

- Reflect on 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:
 - *Older Persons Strategy*
 - *Disability Inclusion Action Plan*
 - *Family and Children's Services Strategy*
 - *Homelessness Strategy*
 - *Crows Nest Centre Joint Plan of Management*



- Listen to clients and volunteers views about the value, purpose and possibilities for our Centre
- Claim and reaffirm:
 - Our values
 - What we do and for whom
 - Our strengths and contribution to achieving our vision of a connected community
- Review achievements against *Our Strategic Directions 2017-2020* and prioritise future action



Our strengths and assets

Stakeholders attending our planning day (August 2020) identified that the Crows Nest Centre stands out for the way we:

- Accept and welcome people
- Encourage a diversity of cultures
- Create community wellbeing
- Are strongly committed to excellence and
- Are environmentally aware and sustainable

Our stakeholders also identified assets as:

- Committed and dedicated volunteers
- Staff who are skilled, caring and cohesive
- Board engagement with diverse perspectives
- Quality facilities that enable venue hire income to support our community services
- Long standing partnership with North Sydney Council
- Community partnerships with local schools, churches, service clubs and businesses

All these strengths and assets will be drawn upon to undertake the Strategic Initiatives our planning process identified.



Our strategic initiatives

We are keen to expand upon the initiatives identified in *Our Strategic Directions 2017-2020* by:

- Building on existing (and developing new) strategic alliances
- Preparing and positioning for ageing and disability reform
- Continuing service development, quality review and evaluation
- Uplifting brand and marketing
- Diversifying funding sources
- Recognising and supporting our volunteers and staff





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.
	Establish a dementia café for people living with dementia, their families and carers, in partnership with local Rotary Clubs.
	Establish an iPad lending library, supported by volunteer mentors, in partnership with the Rotary Club of Crows Nest.
Older people/ migrants	Build on established relationships with AASHA and the Chinese Christian Church Milsons Point to continue, and where appropriate, expand support to older Indian and Chinese people.
Migrants/ parents	Explore partnership opportunities for offering additional support to Japanese and Spanish speaking mothers.
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.
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.
	Contribute to North Sydney Council's Housing and Homelessness Strategy and reconfirm CNC's role as a partner in the Homeless Assistance Memorandum of Understanding.
Identify and respond to other emerging community needs	When COVID-19 physical distancing restrictions ease explore the possibility of introducing quarterly breakfast gatherings with topical speakers in conjunction with Crows Nest Mainstreet, North Sydney Council and local service clubs.
Governance and management	Collaborate with other community centres in North Sydney to conduct a project that invites local residents to contribute their ideas about the value of community and the contribution community centres make to enhancing their quality of life.



Prepare and position for ageing and disability reform

Older People	<p>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.</p> <p>Conduct a feasibility study into the requirements of CNC becoming a Home Care Package provider and if appropriate initiate the application process.</p>
People with a disability	<p>Monitor the outcomes of the Disability Royal Commission and assess implications for the Centre.</p>
Governance and management	<p>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.</p>

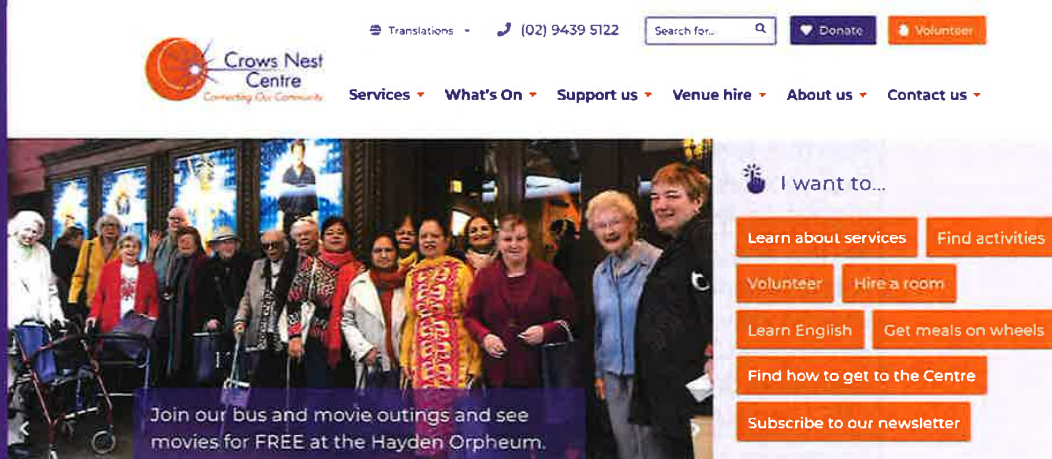


Service development, quality review and evaluation

Older People	Expand CNC's range of social activities including creative ageing options.
	Continue to review and update CNC's client focused policies and procedures to ensure best practice and compliance with aged care regulatory requirements.
	Develop and implement a community engagement strategy that actively involves older people in the planning, delivery and evaluation of our aged care services and activities, and also ensures compliance with aged care regulatory requirements.
	Review the Aged Care Diversity Framework (Aboriginal and Torres Strait Islanders; culturally and linguistically diverse communities; socioeconomic disadvantage; sexual orientation and gender identity; health and well-being including mental health, cognitive impairment and dementia; disability; parents separated from children by forced adoption; care leavers formerly in the care of the State; veterans; and people who are homeless or at risk) and develop an inclusive Action Plan that recognises and responds to the special needs of people in the identified groups, and also ensures compliance with aged care regulatory requirements.
	Review and enhance client assessment, care planning and reassessment processes to better reflect older people's personal choices about where and how they live, acknowledges strengths developed over a lifetime, promotes options for health and wellbeing, and seeks feedback about their experience of accessing CNC's services and activities.
	Prepare for and participate in triennial aged care quality review.
People with a disability	Continue to welcome and include people with a disability in CNC's Centre based activities.
Migrants	Continue to improve client registration processes, service provision data collection and analysis.
Homeless or at risk	Enhance client referral pathways to housing and homelessness agencies to facilitate sustainable housing.
Identify and respond to other emerging community needs	Establish criteria to assess any additional target groups against CNC's objects (Constitution), charitable purpose (ACNC subtypes), vision, mission, values and available funding.
	Consult with community representatives and service delivery partners to identify what CNC's role can be in addressing the needs of the local working age population.
	Investigate the needs of the local LGBTIQ community to identify what contribution CNC can make to reducing isolation and enhancing the quality of life for members of the community in need of support.
Governance and management	Continue to review and update CNC's organisational governance policies and procedures to ensure compliance with aged care and other regulatory requirements.

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.
Migrants	Enhance the translation Hub on CNC's website.
Parents	Review parenting seminar promotional materials to focus interest on CNC's website and online bookings.
Governance and management	Develop and implement a Venue Hire Marketing Strategy to advance utilisation of facilities and increase revenue to use in maintaining and expanding service delivery.



The screenshot shows the Crow's Nest Centre website. At the top, there is a navigation bar with the logo, phone number (02) 9439 5122, a search bar, and buttons for 'Donate' and 'Volunteer'. Below the navigation bar are dropdown menus for 'Services', 'What's On', 'Support us', 'Venue hire', 'About us', and 'Contact us'. The main content area features a large photograph of a group of people, with a text overlay that reads: 'Join our bus and movie outings and see movies for FREE at the Hayden Orpheum.' To the right of the photo is a 'I want to...' section with several orange buttons: 'Learn about services', 'Find activities', 'Volunteer', 'Hire a room', 'Learn English', 'Get meals on wheels', 'Find how to get to the Centre', and 'Subscribe to our newsletter'.

Diversify funding sources

Older people	Identify and seek access to potential funding sources to support CNC's Healthy Ageing activities.
Migrants	Investigate and pursue additional funding options to sustain existing migrant services.
	Investigate and pursue additional funding options to expand CNC's role with Japanese and Spanish speaking mothers.
Identify and respond to other emerging community needs	Analyse projected population growth in Crow's Nest St Leonards together with emerging trends in ABS Census 2021 and identify potential funding opportunities for CNC to address emerging community needs.
Governance and management	Offer a wider range of payment options (e.g. online payment of invoices through website, BPay) to people accessing services, activities and venue hire.
	Finalise and implement the CNC Fundraising Strategy.



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.
	Update aged care volunteer recruitment and training resources to supports the Centre's work with older people and ensure compliance with aged care regulatory requirements.
Migrants	Update migrant service volunteer recruitment and training resources to support the Centre's work with migrants.
Homeless or at risk	Enhance staff capacity to effectively respond to people who are homeless or at risk, presenting with mental health, drug or alcohol issues or interaction with the criminal justice system.
Governance and management	Conduct volunteer appreciation events that include updates about our strategic directions and regulatory requirements.
	Recognise outstanding volunteer achievement through Award nominations.
	Recognise and reward high quality staff achievements.



References

- Australian Bureau of Statistics 2016, *Census of Population and Housing*
- Crows Nest Centre 2017, *Our Strategic Directions 2017-2020*
- Id. the population experts for North Sydney Council 2017, *Population and Housing Forecasts*
- North Sydney Council 2018, *Community Cultural & Recreation Facilities Policy*
- North Sydney Council 2018, *Community Strategic Plan 2018-2028*
- North Sydney Council 2017, *Crows Nest Centre Joint Plan of Management 2017-2020*
- North Sydney Council, *Delivery Program 2018/19 – 2020/21*
- North Sydney Council 2019, *Older Persons Strategy 2018-2022*
- North Sydney Council, *Disability Inclusion Action Plan 2016-19*
- North Sydney Council, *Family and Children's Services Strategy 2018-2024*
- North Sydney Council 2013, *Homelessness Strategy 2013-2016*
- North Sydney Council 2013, *Homelessness Memorandum of Understanding*
- North Sydney Council 2017, *Crows Nest Centre Joint Plan of Management 2017-2020*
- NSW Department of Planning, Industry and Environment 2020, *St Leonards and Crows Nest 2036 Plan*



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D4-06

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Policy Owner: Director Community and Library Services

Category: 4. Our Social Vitality

1. STATEMENT OF INTENT

1.1 Community Centres in North Sydney local government area vary widely in ownership, management, purpose and funding levels and they deliver a mix of community services. It is North Sydney Council's intention to preserve this mix, and where possible enhance it. Community Centres are essentially non-profit or break-even ventures managed or facilitated by Council in the interests of the whole community.

1.2 To objectives of this Policy are to:

- a) provide a network of community spaces/programs throughout the North Sydney local government area, fostering among residents, students, the local workforce and Council, a sense of belonging to the North Sydney community;
- b) provide or facilitate provision of high quality and appropriate services;
- c) strive towards making centre based, and outreach, programs and activities for residents affordable and accessible;
- d) overcome social isolation and encourage social networking;
- e) provide the major community facilities, which would not otherwise be available to the North Sydney community;
- f) maximise the community's use of Council facilities;
- g) facilitate community involvement in management of centres;
- h) support a mix of management models, each appropriate to the centre concerned, so as to tap the skills and enthusiasm of the widest cross section of the community;
- i) provide for centres which, in total, give an adequate level of support to the following key areas - child care, including vacation care; youth services; aged and disability services; family services; arts and culture; activities and services for culturally and linguistically diverse communities; community health, including mental health; adult education; information dissemination; recreation; library services; and historical services;
- j) develop and maintain strategic alliances with other councils, the State and Federal government departments, and the non-government community services sector, to enrich the range and depth of services available of the North Sydney community;
- k) maximise developer contribution, where appropriate, to the cost of new or expanded centre provision;
- l) facilitate grant applications, relevant to centre programs;

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- m) maintain the centre buildings and grounds to agreed standards;
- n) upgrade and enhance centres where appropriate, based on consultation with users and providers;
- o) promote the centres as a council/community good;
- p) monitor, and assist where appropriate, the centres' financial and management performance through a range of strategies; and
- q) facilitate and initiate new uses/services;
- r) ensure that services provided through the centres are accessible to all members of the public of the North Sydney local government area; and
- s) ensure that sub-leasing or room hire of centres by Centre Management is restricted to groups serving the same needs as those identified in i) above.

2. ELIGIBILITY

- 2.1 Community Centres covered by this Policy are listed in the Register of Council Owned/Leased Properties as reported to Council.

3. DEFINITIONS

- 3.1 Community centres - are publicly accessible premises owned by Council, or over which Council has care, control and management, whose principal function is the delivery of community services, which support and enhance the quality of life for those living, working and studying in the area, in response to identified need.

4. PROVISIONS

- 4.1 Council funding of community centres includes but is not restricted to:
- a) Construction of new centres and upgrades funded through the capital works programme (including developer contributions through Section 94 levies);
 - b) Maintenance of the centres funded through the Engineering and Property Services Division operating budget annual allocation;
 - c) Rent payable by centres is nominal i.e. Council subsidises property rents;
 - d) The Community and Library Services Division advises Council annually through the estimates on whether provision has been able to be made for CPI increases to recurrent grants;
 - e) Sole use centres meet their own cleaning costs;
 - f) Centres wholly managed by Boards independent of Council are able to offer room hire and are entitled to retain the income;
 - g) Council supports markets in public open space run by centres for their own sakes and to subsidise the centre activities, conditional upon the centre adhering to a markets management plan drafted by Council;

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- h) Council co-ordinates and funds cleaning of multi-use centres;
 - i) Staff support for community development activities funded through Community and Library Services Division annual operating budget annual allocation;
 - j) Discretionary funding for specific activities and services through the Donations Program (refer to Council's *Community Grants and Subsidies Policy*).
- 4.2 In many cases the programs within centres/facilities are designed to attract 'other levels of government' funding to the North Sydney local government area e.g. to support aged, multicultural or disability services, or alternatively, to attract fully developed and significantly funded services which fulfil an identified local need.
- 4.3 In other cases the programs within the centres/facilities are complementary to existing commercial operations. In these circumstances, Council's complementary role is designed to:
- a) Contribute to social equity by providing some measure of affordability in the service e.g. child care; and
 - b) Provide a 'whole of community' environment for quality of life pursuits e.g. education, arts and crafts, where the pursuit, while already provided to some degree by either commercial interests or 'other levels of government', is insufficiently accessible and deserves further support.
- 4.4 Finally, the programs include direct service (e.g. Youth Centre, Olympic Pool, Library Services and Museum Services) which may benefit from 'other level of government' grants or regular but minor subsidies, but which are essentially a council/community initiative, funded by the local community, with a history of this support, annually renewed, through the estimates.
- 4.5 Where community centres are sited on community land, a plan of management will be developed, as required under the *Local Government Act 1993*.

5. RESPONSIBILITY/ACCOUNTABILITY

- 5.1 The elected Council is responsible for the allocation of resources with respect to this Policy, through the annual budget process.
- 5.2 Council will nominate annually representatives to the Boards/Trusts of community organisations only where the Constitution of the Board in question specifically provides for that. Where no such provision is made, Councillors wishing to serve on these boards would be required to nominate themselves as Board members at the Annual General Meeting of the body concerned.
- 5.3 Council's Community and Library Services Division is responsible for:

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- a) Management of Stanton Library, Don Bank and Sextons Cottage Museums, Greenwood Child Care Centre, the Vacation Care Program and Planet X Youth Centre (this last with the community based management board);
 - b) Policy and program development for community halls not wholly managed by Boards independent of Council;
 - c) Evaluation of applications under the *Community Grants and Subsidies Policy* and recommendations to Council;
 - d) Information dissemination through community centres;
 - e) Development of new centres or new programs;
 - f) Specification and special conditions of leases;
 - g) Joint Plans of Management with centres eligible for grants towards operating expenses;
 - h) Policy on maintenance and upgrading on centres; and
 - i) Specification of consultations required.
- 5.4 Council's Director Community and Library Services is responsible for reporting about proposed activities, including fees and charges for the year ahead; and requiring an annual financial statement and review of the year's activities.
- 5.5 Council's Engineering and Property Services Division is responsible for:
- a) Leasing agreements-preparation and signing;
 - b) Building and grounds maintenance, including where appropriate, cleaning;
 - c) Centre upgrade feasibility studies - recommendations to the Community and Library Services Division and implementations of approved projects; and
 - d) Advice to the Community and Library Services Division on 10 year program of works for centres on community land.
- 5.6 Council's Open Space and Environmental Services Division is responsible for the management of North Sydney Olympic Pool and the North Sydney Oval complex.
- 5.7 Council's Customer Service Department is responsible for booking and hiring of Council managed centres.

6. RELATED POLICIES/DOCUMENTS/LEGISLATION

The Policy should be read in conjunction with the following Council policies and documents:

- Community Grants and Subsidies Policy
- Fees and Charges Schedule
- Register of Council Owned/Leased Properties

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Version	Date Approved	Approved by	Resolution No.	Review Date
1	2 August 2004	Council	794	2008/09
2	16 February 2009	Council	61	2012/13
3	18 February 2013	Council	61	2016/17
4	25 June 2018	Council	214	2020/21

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