

8.13. Kirribilli Centre Joint Strategic Plan 2019/20

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ATTACHMENTS: {Review of the Joint Strategic Plan 2019/20; The Kirribilli Centre Annual Report 2019/20; Joint Strategic Plan 2021-2025}

PURPOSE:

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

EXECUTIVE SUMMARY:

The Kirribilli Centre (TKC) is an independent, non-profit, community-based organization that delivers a range of programs, services and events that respond to a broad range of local community interests and needs.

The governance and strategic direction of The Kirribilli Centre is delivered by a Volunteer Board with operational matters delivered by the Centre's general manager, staff and volunteers.

The Centre struggled during COVID-19 as they were required to close the Centre for four months. As the Centre also manage the monthly Kirribilli Markets, the closure included the markets which weren't up and running again until June 2020.

During COVID-19, the Centre devised other means of supporting the community. One of the initiatives involved supporting vulnerable people in the community. Volunteers and staff from TKC provided support to the community by delivering food, walking dogs and undertaking phone welfare checks, especially to socially isolated people.

To continue to provide the Kirribilli Markets to the community and to support the market stall holders, the Centre opened an online virtual marketplace. During the closure, the Centre implemented new technologies to provide an online booking system as well as refresh the rooms for hire with new furniture. Two of the rooms were installed with video conferencing equipment.

The current joint strategic plan between Council and TKC expired in 2019 and a newly completed plan (2021-25) has been developed by the Board and Council. It addresses three key areas which include building the capacity of older people and people with disabilities to live in their chosen community, maintaining and strengthening the involvement of volunteers at the Centre and delivering innovative fundraising activities. A draft is presented here for adoption.

FINANCIAL IMPLICATIONS:

During the year under review, The Kirribilli Centre received the last of the Federal Government payments (May 2020) for the Carers program. This will result in a reduction of \$256,073 in income for 2020/21. COVID-19 Government grants amounted to \$113,000 and will continue to some extent in 2020/21. The grants contributed to TKC ending 2019/20 with a surplus of \$125,508. As both the Carers program funding and the COVID-19 Government grants won't be available in 2021/22, TKC's surplus will help the Centre to continue to manage their costs. TKC have been planning for the reduction in funding by steadily increasing its room hire charges in recent years and in December 2020 increased its stall holder fees.

In 2019/20, room hire fell by \$49,669, income from the markets by \$114,456 and non COVID-19 grants by \$14,596. Salaries were contained reflecting a fall of \$29,973. Excepting the grants, these income and expenditure streams are expected to return to normal in 2021/22. In future years, TKC will continue to be reliant on income from the markets and room hire to maintain existing service levels.

RECOMMENDATION:

1. **THAT** the 2019/20 review of The Kirribilli Centre's Joint Strategic Plan be noted.
2. **THAT** the draft Joint Strategic Plan 2021-2025 for The Kirribilli Centre be placed on Public Exhibition for 28 days.
3. **THAT** should Council receive substantive submissions a further report be prepared. Should Council receive no substantive submissions it considers The Kirribilli Centre Joint Strategic Plan 2021-2025 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

4.1 North Sydney is connected, inclusive, healthy and safe

BACKGROUND

The Kirribilli Centre (TKC) is located at 16-18 Fitzroy Street, Kirribilli. The Centre is in a Council owned two-storey heritage building. The Kirribilli Centre was first established as a Community Centre in 1975. In October 1976, local residents met to adopt the constitution and to elect the first Management Committee.

The Centre manages the Kirribilli Art, Design & Fashion markets (2nd Sunday) as well as the General & Fashion markets (4th Saturday), a major community and tourist attraction for North Sydney that takes place in Bradfield Park Central. Income from the markets is essential in supporting the Centre's in house activities. The Centre works with Council's traffic and sustainability departments to manage the impacts on the environment. Accommodation for market equipment is provided by Council in a part of the former Bradfield Community Centre.

In May 2008, the Bradfield Park Carers Program was established under Mental Health Respite Carer Support Funding by the Australian Government's Department of Social Services. The funding for this program ended 31 May 2020.

With the support of The Kirribilli Centre and the contribution of peer support volunteers, the Bradfield Park Carers Program has been able to continue to support clients beyond May 2020. Though the service continues, without the funding it can only offer a small range of services to existing clients. These include continuing peer support meetings, counselling and counselling referrals, wellness coaching and online group sessions.

CONSULTATION REQUIREMENTS

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

DETAIL

The Kirribilli Centre (TKC) is an independent, non-profit, community-based organisation that delivers a range of programs, services and events that respond to a broad range of local community interests and needs.

The governance and strategic direction of The Kirribilli Centre is delivered by a Volunteer Board with operational matters delivered by the Centre's general manager, staff and volunteers.

The Centre started 2020 with their annual Senior Day luncheon which brings local seniors together to meet new people, socialise and feel a part of the community. Other events that TKC were able to organise and run over 2019/20 were a thank you evening for volunteers; Art for charity event to raise money for wildlife injured by the 2019/20 bushfires and a cultural event for children.

The Centre struggled during COVID-19 as they were required to close the Centre for four months. As the Centre also manage the monthly Kirribilli Markets, the closure included the markets which weren't up and running again until June 2020.

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The Kirribilli Centre**Review of the Joint Strategic Plan 2019-20**

MANAGEMENT OBJECTIVES	Complies?	Comments by the Centre
<ul style="list-style-type: none"> to manage the centre for community use in accordance with the overall objectives of the Community Strategic Plan 	Yes	The Kirribilli Centre exists to provide services to the local community within the Centre's financial capacity.
<ul style="list-style-type: none"> to manage the centre in accordance with the Kirribilli Centre Strategic Plan 2017-2021 	Yes	A new Strategic plan has been developed and will be forwarded to Council after Kirribilli Board approval.
<ul style="list-style-type: none"> to manage the centre in accordance with the aims and objectives of Council's Community Centres Policy 	Yes	
<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 	Yes	We work closely with Council to ensure that the building is well presented and maintained. We have invested in new furnishing to ensure each room is well presented.
<ul style="list-style-type: none"> to cater for people with disabilities within the physical constraints of the centre 	Yes	We are extremely lucky that Council installed a lift which means anyone with a mobility issue is able to access every part of the Centre.
<ul style="list-style-type: none"> to provide for public safety 	Yes	
<ul style="list-style-type: none"> to ensure the Plan of Management is flexible and able to evolve with changing community attitudes 	Yes	We are constantly looking at ways to respond to the needs of the community. During the lock down we

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		moved to online services – Counselling, Yoga etc were moved to an online zoom meeting/classes
<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 	Yes	With the departure of Blue Knot from Centre in the Park (Forsyth Park). We had developed a series of programs for individuals who find themselves isolated for whatever reason. These programs were either free or at a minimal cost. Unfortunately, these programs have been placed on hold due to Covid-19.

Specific Goals	Achieved?	Comments by the Centre
Key Result Area 1: Governance & Executive Leadership		
Strategic Objective1: To oversee a successful and financially sustainable community enterprise through strong leadership and sound governance practice. Key initiatives include: <ul style="list-style-type: none"> developing and monitoring a budget outlook that is responsive to a range of funding scenarios maintaining a sound policy framework. maintaining a Board with the appropriate skill mix 	ongoing	<p>We have a relatively new board (except for the Chair and Treasurer) with a wide range of skills eg. Law, HR, Marketing and social media just to name a few.</p> <p>We continue to ensure that the centre is operating within budget and this is closely monitored by the Treasurer and the General Manager. Financial reports are presented at each Board Meeting for scrutiny. Of course, we had the challenge this year brought about by the restrictions imposed by Covid-19 and the very real need to keep the public who use the centre, volunteers and staff safe.</p>

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		The centre recently went through an exercise of review a great number of policies. The process was part of our application for age care accreditation.
Key Result Area 2: Organisational Development and Partnerships		
<p>Strategic Objective 2: To ensure The Kirribilli Centre is widely recognised as a sound and responsive community centre that is working collaboratively with a range of community partners.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> • developing a more comprehensive understanding of the needs of Centre users and key local population groups • producing and implementing a targeted promotions and marketing strategy • collaborating on a range of partnerships in the Kirribilli community 	ongoing	<p>We are working with link housing.</p> <p>We have a marketing strategy. Our work is promoted through our website / Publication and through social media</p> <p>As well as listening to individuals and groups using the centre,</p> <p>We have also developed an online questionnaire which was centre to our Friends of Kirribilli Centre email list.</p>
Key Result Area 3: Program and Product Development		
Strategic Objective 3: To maintain and expand a range of programs that are attractive to and meet the needs of the community.		Our popular programs continued this year until we were forced to stop by Covid-19.

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<p>Key initiatives include:</p> <ul style="list-style-type: none"> • building further capacity in the three key revenue streams (Kirribilli Markets, room hire, classes) • maintain and expand programs to meet the community needs e.g. “Being Mums Program”, Grandparents’ Playgroup, support groups, people living with mental health issues (C.R.E.A.T.E.) • running a range of well attended annual, periodic and one-off community events • developing a fourth revenue stream including considering partnerships • implementing strategies to address identified, hidden social issues. 		<p>Some programs have moved such as C.R.E.A.T.E , however new partnerships are being developed with Link Housing.</p> <p>Prior to the lock down we managed three one-off children events and of course our seniors’ lunch which is extremely popular.</p> <p>We have developed an age care / carers service which is ready to go once we are able to hold normal numbers in each of the centre’s rooms.</p>
<p>Key Result Area 4: Workforce Development</p>		
<p>Strategic Objective 4: To provide a supportive work environment for paid staff and volunteers.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> • if viable, establishing a local information and placement service for people wishing to volunteer 		<p>We provide both Staff and Volunteers to develop skills.</p> <p>We provided two volunteer information sessions prior to COVID. On each occasion we had 8-10 attendees.</p>
<p>Key Result Area 5: Systems Development</p>		
<p>Strategic Objective 5: To ensure the Centre has</p>		<p>Each year we invest in new technologies. This year due</p>

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<p>appropriate systems in place to support its operations.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> ensuring the Centre's information technology systems meet current and future needs of the organisation and its programs. 		<p>to Covid-19 we invested in conferencing equipment which helped us with our room hire. The equipment is also available to community groups free of charge.</p> <p>This equipment was also used to move many of our services online.</p>
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The Kirribilli Centre

Review of the Joint Strategic Plan 2019-20

NOTES ON FINANCES				
Grants	NSC	Other		
Turnover	Year	Income	Expenditure	
	2019/20	\$904,030	\$778,972	
Sustainability	Year	Result	Reserves (Equity)	Funded liabilities
	2015/16	\$1,582 surplus	\$299,678	\$191,288
	2016/17	\$68,206 surplus	\$367,884	\$299,681
	2017/18	\$150,575 surplus	\$518,459	\$131,657
	2018/19	\$81,459 surplus	\$599,919	\$194,674
2019/20	\$125,058 surplus	\$724,977	\$149,149	

Forecast Estimates:

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- Federal Grant for carers program ended May 2020
- COVID Grants end March 2021
- Market income returns to normal June 2021
- Room Hire income returns to normal June 2021
- Salaries expenditure return to normal June 2021
- Figures not adjusted for December 2020 increase in market stallholder charges

Sustainability	Year	Income	Expenditure	(Deficit) / Surplus	Equity (Reserves)
	2020/21	\$783,017	\$808,945	\$25,928	\$699,049
	2021/22	\$670,011	\$829,168	\$163,165	\$535,914
	2022/23	\$686,761	\$849,897	\$167,214	\$368,700
	2023/24	\$703,930	\$871,144	\$171,394	\$197,306



ANNUAL REPORT

2019-2020



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WHO WE ARE

The Kirribilli Centre (TKC) is an independent, non-profit, community-based organisation that delivers a range of programs, services and events that respond to a broad spectrum of local community interests and needs.

OUR MISSION

is to provide services that strengthen and serve our community sustainably.

OUR VISION

is to provide leadership in communities to ensure that people feel included and are recognised for their abilities, cultures and strengths.

OUR VALUES

are respect, integrity, inclusion and innovation.

WHAT WE OFFER

The TKC is a welcoming place for the community of North Sydney to meet, relax, heal, create and learn. It offers heritage rooms for hire, an extensive library collection, a play group run by parents, art and entertainment events as well as a wide range of information and classes for all age groups. The TKC also manages the popular Kirribilli Markets and the reputable Bradfield Park Carers Program for carers of people with a mental illness.

OUR COMMUNITY

Bringing people together and supporting our community

This year more than ever, The Kirribilli Centre's focus was on community. Helping those most at need during this unprecedented time, especially isolated seniors.

Our community volunteer program to help connect volunteers with socially isolated seniors, especially while in lock down was a great success. Being able to help, in even the smallest way, from shopping, walking dogs, taking out the rubbish, collecting mail and calling on a daily basis to say hi, had such a positive impact on those that needed it most.

While our community is slowly coming up for air, from what has been one of the hardest times in recent history, we are coming together once again here at The Kirribilli Centre. Our groups from young to senior are meeting once again and staying connected. The Kirribilli Centre is a hub for the community and we pride ourselves on being able to bring our wonderful neighbourhood together.





OUR VOLUNTEERS

We are so lucky here at The Kirribilli Centre to have such wonderful volunteers. Gretel, Joan, Audrey & Jean have been an integral part of our TKC family, and we are extremely grateful. Gretel has been our head librarian for many years and helps keep our library in tip-top shape. Joan is now on our library team helping Gretel and we couldn't be happier to have two incredibly generous women running our library. Audrey has taken English lessons here and also story time. Not only have we been grateful for her time, but the community has enjoyed meeting Audrey too. Special mention goes to the wonderful Jean Martin who works in our front office on Saturdays and also teaches computers for seniors. Jean has been one of our longest standing volunteers and is an integral part of our team, we can't thank her enough for her support and time.

A big thank you to Terry Kemp our Volunteer JP, who comes in each Tuesday to offer this valuable service to our community.

Gretel Jones

During these pandemic affected times it is even more important than ever to maintain social contacts, working as a volunteer at TKC makes it possible for me to meet people, while still maintaining social distancing, and chat to staff, visitors and other volunteers. The building itself is a delight, and the people working here are doing a wonderful job adapting to the current conditions and providing a range of services. Another advantage of being a volunteer here is that I get to know about, and participate in, other programs.



Joan Brodie

I like the feeling of being useful, even in such a small way as assistance in the library.

It is also an enjoyable way to participate in the local vibrant community.



MESSAGE FROM THE CHAIR

As Chair of the Board of Directors for The Kirribilli Centre, I would like to thank the General Manager Carl, the staff, our volunteers, our community, business and Government partners and service providers for their support over the past 12 months. I would like to especially thank our General Manager and the staff for the enthusiasm, persistence and hard work they have shown in the past nine months and continue to do as the Coronavirus pandemic continues to challenge all of us.

I would also like to thank North Sydney Council for their invaluable assistance in many ways, in particular their financial support and helping with maintenance of the centre.

Servicing our community is at the centre of everything we do, and each individual matters and are respectfully recognised for their abilities, culture and strengths. Amongst others, our goals are to innovate, design and deliver programs, services, and events to meet the diverse and ever-changing needs of our local community. And to remain a welcoming sanctuary to meet, relax, heal, create, learn and work.

Although the first COVID-19 case in Australia was reported in January 2020 it was not until March that the impact of the pandemic became apparent and business as usual was no longer viable. Things had to change. And quickly!

Board decisions were aligned with The Australian Government's health response to the COVID-19 threat and our sincere concern for the health and safety of all individuals. As a result, programs, services, and events, including The Kirribilli Markets, were put on hold for a period and staff were asked to transition to reduced working hours. Additionally, because of the economic impact of the pandemic in Australia and particularly on a small organisation like ours, we were forced to restructure which meant there was more

pressure put on those who remained. It is often said that episodes of extreme stress can bring out the very best or very worst in people. I am proud to say that everyone supporting The Kirribilli Centre, rose to the challenge. Their positivity, agility, and resilience in supporting The Kirribilli Centre is second to none. During this period, the Board witnessed comradery, collaboration and creativity and we are very proud and grateful for everyone's efforts.

Whilst COVID-19 had a major impact on revenue, we are in a relatively strong position due to strong financial management, reduced operational expenses, DSS Funding and Federal Government COVID-19 support payment. Over the past months we have taken the opportunity to review and reengineer processes and systems and have implemented new technologies to allow for online bookings. We have bought upgraded and new equipment for the centre. We have a new asset, The Centre in the Park which we are developing as a small outreach centre with a greater focus on free community services.

We are gradually resuming programs, services and events for the community and are doing so within Local, State and Federal Government guidelines. Plus, people returning to the centre are adhering to hygiene and social distancing requirements.

I would like to personally thank my fellow board directors for their insights, support, and commitment over the past 12 months.

We will continue to invest to prepare for the future. Although uncertain times lie ahead, with support from our fantastic team and highly engaged community, the Board is extremely confident that there will be a bright future for The Kirribilli Centre.

Jenny Turner
CHAIR



MESSAGE FROM THE GENERAL MANAGER

What a strange year we have had. It started as it always does with the Kirribilli Centre continuing to be a resource for the community, to provide a range of services and activities. We also continued to search for saving without it impacting on our work to serve the community. The Kirribilli Markets continue to provide the substantial income for the centre with some 220 stalls each market day.

The Kirribilli Centre provided several Children activities Kids Cultural Event, Kids Christmas Party, One Seniors event, our fabulous Seniors Lunch and three art events - Andrew Smith Art Exhibition, our very own Arts on the Move and the Peter Cook Arts exhibitions for WWF.

All was well until February 2020 when Covid-19 hit and the Kirribilli Centre and Markets had to close and stop operating. We had to quickly change the way we supported the community. Many of our programs went live via zoom. Our markets became virtual markets. The staff quickly moved to a different way of operating and this became the norm for the next 4 months.

With the centre shut it gave the staff an opportunity to refresh the centre. We upgraded some furniture in two rooms and installed heaters on the back balcony. This now means that the space can be used during colder months.

We also took over Centre in the park, a small building in the Neutral Bay area which will be used to provide a meeting place for people living in the area as well complimenting the activities which are provided at the Kirribilli Centre. We purchased new conferencing equipment which would allow room hirers to a larger number of people than allowed during the restrictions.

In this period, we also saw the final

stage of the Carers project. The Kirribilli Centre has made a commitment to continue to provide some level of support to the carers involved in the project. We also finalised our plans for and age care service supporting people to continue to live in their own homes. Whilst these two initiatives are on hold due to Covid-19 it will be all go once the restrictions are lifted.

We continue to look for new opportunities of funding sources from government and non-government and we are always keen to work with other likeminded organisation to deliver an even larger choice of services to our community.

Finally, I would like to say a big THANK YOU to you our community that use the centre each and every day thank you for your suggests and input into the life of the Kirribilli Centre.

A big thank you to a supportive, talented Board for your generous contributions this year in ensuring efficient governance of the centre. We say goodbye to Jenny Rollo and Janet Gilbert who decided at the November 2019 AGM not to stand for re-election. A Big Thank You Jenny and Janet for all your hard work and support to the Kirribilli Centre. Your input will be greatly missed.

Thank you to the Mayor and Councillors of North Sydney Council, and to all the wonderful Council staff.

Lastly a Big Thank You to my wonderful staff and volunteers who are talented, creative and give above and beyond in ensuring that the Kirribilli Centre is run in a professional and welcoming manner.

Carl Piraino
GENERAL MANAGER



Attachment 8.13.2

MARKETING, PROGRAMMING AND ROOM HIRE

HIGHLIGHTS

This year certainly started positively with several new initiatives put in place to help grow room hire, community engagement and programs. The focus has been to ensure our programs are cost effective, while enhancing both the community and The Kirribilli Centre. I do feel, although we were stopped in our tracks with COVID-19, that TKC coped extremely well, offering online services to our local community, initiatives for isolated seniors, daily tips, and professional advice. While our revenue has suffered, I believe that our engagement did not. Looking forward to the new financial year, our room hire is forecast to increase, as are our programs.

ROOM HIRE

This year was all about capitalising on our re-vamped rooms, ensuring the quality of our services and environment was one that would be appealing to both local businesses, community groups and locals. We delivered on this by ensuring we were offering outstanding spaces, great service, an online booking portal and most of all an inviting environment. While we had several restrictions placed on us during COVID-19, we believe the service we provided

will stand us in a good position moving forward.

Two of our rooms are equipped with the latest in conferencing technology, while being presented in a 'non' sterile environment. Certainly, something that people find appealing. This building is a heritage building offering a unique opportunity rarely found elsewhere.

MARKETING

This year, more than ever, marketing has been at the forefront, especially during our shutdown period. It was the only way of communicating with our broader community and a great way to include our key stakeholders - being stallholders, hirers, and our community.

The initiative that we took was to keep the markets alive from a virtual standpoint. Daily posts, tagging, interacting, sharing, and supporting our stallholders was at the forefront. The appreciation we received from our stallholders was incredible. If this taught us anything, it was not to rest on our laurels and to continue to support our customers on an ongoing basis, not just around the market dates.

The fact that we were one of the only markets to continue, and in fact build our social media awareness around this time, was an advantage.



We continued to support our stallholders, even though there were no markets. It was imperative to us, to support and encourage the very people that help our centre run. Customer service with our key stakeholders is imperative.

Our strategy for TKC was to support our community by sharing initiatives with both ourselves, the council, the broader community associations and NSW Health and wellbeing sectors.

We felt it was important to share our programs (to ensure they were top of mind), while sharing tips for our community to help during this stressful time.

We offered program and volunteer initiatives which involved our community and staff offering their services to those that needed food picked up, dogs walking, phone calls to help with their social isolation etc.

The Centre also received great exposure from the Northsider magazine during the year.

COMMUNITY

Our focus continues to be on the community. Building trust, a safe place to visit and for locals to interact with us.



One major addition over the COVID-19 period was our volunteer program. It has been a wonderful initiative that provided much needed relief and assistance to those most vulnerable over this period.

We started the year with our Seniors Day luncheon which was, as usual, a wonderful day. Bringing our local seniors together, to socialise, meet new people and to feel a part of the community is always a highlight for us.

While we had several other initiatives planned for the wider community, these were put on hold and all going well, we have every intention of going ahead with these in 2021.

CLASSES/PROGRAMS

This financial year started well with classes continuing to grow and new classes being introduced.

Our health & wellbeing classes continued to gain in momentum, with new editions being added and our long-term goal was to continue to grow and introduce a myriad of new and exciting classes that we had not seen at TKC.

With the onset of COVID-19, all classes and programs were put on hold (apart from zoom classes) and a community support initiative was introduced (which was a great success).

We are moving forward and planning new programs for next year. It is certainly exciting and positive, especially with our community continuing to support us and looking forward to an exciting 2021.

EVENTS

This financial year we are extremely proud to have been able to host several events that involved our community, fundraising

and helping those most vulnerable in our community, while also celebrating art and culture. Despite the current situation we have certainly been able to engage with our community by hosting several fantastic events. These were;

Volunteer thank you evening - to help celebrate, thank, and bring together our important volunteers, with whom this centre is extremely grateful and thankful for.

• **Art for charity** - we held an art exhibition to raise money for wildlife injured by the bushfires. This was a wonderful and successful evening. We would like to thank Peter Cook who donated his paintings for this event. Without his generosity, this would not have been possible.

• **Arts on the move gallery showing** - a wonderful event which helped us showcase the artwork from our Thursday art group.

• **Kids Xmas Party** - always a fun and successful event that helps bring parents, carers, and children together in a fun environment.

• **Kids Cultural event** - always one of our most popular events here at TKC. This year was no exception.

• **Seniors Lunch** - Again, one of our most popular events. This brings together local seniors, most of whom are socially isolated and

look forward to this event all year. We had a packed event which was extremely successful. We would like to thank everyone who helped on the day, and special mention needs to go to Giuseppe from Sydney Guitar School who played for us (absolutely beautifully) and to Efi from our board who helped on the day - for which we are very grateful.

• **Andrew Smith Art Exhibition** - the wonderful Andrew returned for this third art exhibition here at TKC. Andrew is a fantastic artist. This was a weekend event which is always welcome and a great opportunity for locals and visitors to TKC to not only admire but purchase artwork.

SPECIAL MENTION

Thank you to our wonderful volunteers such as Gretel & Joan who look after our library and help keep it in tip top shape, and to Giuseppe from Sydney Guitar School and Efi from our board who volunteer at our Seniors Week Luncheon. Jean from our front office who comes in each Saturday and also runs our computer classes for seniors and to Audrey who has taken our story time and English for beginners class, and Terry who is our volunteer JP. We appreciate your time, effort, and dedication.

A big thank you to the Northsider team for promoting our services and markets. We appreciate your wonderful publication and your support.

Jo Harvey
PROGRAM &
MARKETING MANAGER



BRADFIELD PARK CARERS PROGRAM

The Bradfield Park Carers Program was established under Mental Health Respite Carer Support Funding by the Australian Government's Department of Social Services. The program started on 31 May 2008 and was initially funded until 30 June 2018. The program has had several extensions to funding due to the delay in implementation of the new federally funded Integrated Carer Support Service. Funding concluded and the program was to be completely decommissioned on 31 May 2020.

With the support of The Kirribilli Centre and the contribution of our peer support volunteers we have been able to continue to support our clients post 31 May 2020. This has seen us only able to offer a small range of services, however our clients have been very grateful for our continued support, particularly in light of the Covid-19 situation.

CLIENT STORY 1.
Carer for her daughter who has a post traumatic anxiety disorder.
 Carers play an important role in our society, therefore supporting Carers is vitally important. Bradfield Carers program has been part of my Carers journey for the past few years.

Throughout the education courses, counselling services and various of activities provided by Bradfield Carers programs has increased my care capacity and has strengthened my relationship to the person I care for. I am very grateful for the General Manager (Carl) and the staff (Lisa) for their understanding, commitment and unwavering support. It's just incomparable to talking to a stranger on the phone. (Which the new Carer Gateway is providing). At the Bradfield Park Carers Program you can talk to the person who you know and can relate to in a personal way.

From July 2019 we have stopped taking on new clients, but we have continued to offer support services to a small number of existing clients. This has included, continuing our peer support meetings, counselling and counselling referrals, wellness coaching, and on-line group sessions.

Currently there are 219 carers on our mailing list, reading our news regularly and remaining in contact with the information that we provide. The number of these requiring active support is very low. Approximately 18 carers are in regular contact by email, phone or face-to-face through our volunteer peer-support group.

CLIENT STORY 2.
Cares for her daughter who is in her early 20s and has a mental illness.
 The Bradfield Park carers program has meant a lot to me, especially at a time when I was very new in my role as a carer and under a lot of stress. I felt supported and validated by the team and other carers. I learned so much about my caring role and about caring for myself. The Bradfield Park Carers Program was vital to keep me sustained as a carer. The best thing has been to meet so many wonderful people who understood what I was going through. I am very sad to see the program coming to an end.

KEY RESULTS: EVENTS JUNE - DECEMBER 2019

DATE	EVENT	#
19-Sep-19	Art Workshop Lost Bird Found	10
9-Nov-19	Mindfulness Session 1	6
15-Nov-19	CBT session 1	13
16-Nov-19	Mindfulness Session 1	6
22-Nov-19	CBT session 2	13
12-Dec-19	End of year Gathering	44
June-Dec 19	Peer group planning meetings	2 x 5
June-Dec 19	Coaching and advocacy session	6
June-Dec 19	Yoga and exercise sessions	8

CLIENT STORY 3.
Carer of two adult children with mental illness, carer also attended with her husband.
 I'm sorry to hear that the program is finishing, and you will be greatly missed. The program has provided a supportive network for carers especially my husband and myself to socialise, meet other carers and gain self-care strategies for the continual caring role. The most helpful for myself has been especially the movement and mindfulness programs. My husband has always enjoyed the BBQ and social gatherings. I have benefited from not feeling isolated in my continual caring role. It is so sad that programs like this do not continue, as carers benefit from continuity of care within an always changing mental health environment.

PEER SUPPORT GROUP
 Our volunteer Peer Support Group has been meeting monthly, we have been resourcing this group so that they can continue to meet after the conclusion of paid staffing for our program. This group will be staffed by trained volunteers. Bradfield Park staff are continuing to provide training, coaching and mentoring to these carers.

CLIENT STORY 4.
Carer for her son.
 The Bradfield Park carers program has meant a lot to me. I felt valued even though I'm an unpaid full-time carer, and continue to be. I met some really nice carers and we are all on the



same playing field and have continued to be friends with some of them since.

One of the best parts for me personally was when you organised short trips away which was something I never found time to do but when someone else did the organising like you did I could arrange respite for my son and have a recharge.

I feel like I have learned resilience by seeing how others keep going and I just want to say thank you to you and all those in your team who made all our lives happier.

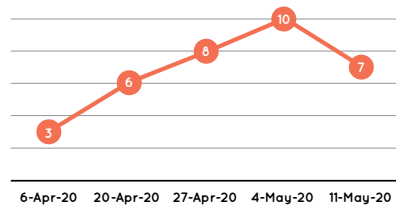
COVID-19 RESPONSE

With the onset of Covid-19 we have ceased face-to face client contact with our clients from 1 March 2020.

Carers are already socially isolated, and the COVID-19 situation has had a great impact on mental health for our clients. From March 2020 to May 2020 staff has conducted regular well-being checks in order to offer additional referrals and support to our clients.

We also implemented on-line "Carer Hangout Sessions" which were held on Zoom.

CARER HANGOUTS ATTENDANCE VIA ZOOM



CLIENT STORY 5.

Carer for his wife who is in a nursing home with dementia.

The Bradfield Park Carers program has been an escape from the loneliness of being a carer, accentuated greatly by Covid-19. The best thing about the program has been the understanding of the staff particularly of the situation of male carers and the additional problems we face. Participation in these programs have taught me to be more patient.

KEY RESULTS: OTHER EVENTS JANUARY 2020 – JUNE 2020

DATE	EVENT	#
17-Jun-20	Online - Carer Gateway information sessions	26
June-Dec 19	Peer group planning meetings	2x3

THE CARER GATEWAY

The Carer Gateway is a national support service funded by the Australian Government. It provides free support for carers through a network of regional Carer Gateway service providers. The implementation of the Gateway suite of services is the reason why small local carer programs have been decommissioned.

CLIENT STORY 6.

Carers who cares for her daughter with OCD and anxiety disorders.

The Bradfield Park Cares Program has been a great way of meeting people in similar situations and providing tools to help us in our daily challenges. I have found the courses provided to be extremely helpful. I have learned mental health first aid to assist with my mindfulness and CBT to help both myself and my daughter. It is disappointing that the government has stopped funding this essential service.

Carer Gateway gives carers access to a range of free services, these include:

- Carer directed support
- Practical assistance
- Carer support planning
- Counselling
- In-person peer support
- Emergency respite care
- Online support

Our funding body has required us to do a "warm referral" to assist our clients to access the Carer Gateway suite of services. We have been giving one-to-one support to our clients to educate them on this new service. We have also held a number of education sessions in order to better educate our clients regarding this major change to service delivery. It has also been necessary to assist our client base to cope with the change to their support services. This has been challenging as many clients feel a great sense of loss in the closing of the Bradfield Park Carers Program.

CLIENT STORY 7.

Carer for a school aged child with autism and an anxiety disorder.

The Bradfield Park Carers Program is a place I feel I was understood, a place I grew into a better Carer and human being, a place I found warmth and love.

I have learned to care for myself first, then the others. I have appreciated all the workshops and learning the different tools and strategies.

It is so sad to see this program go, it's not only a program, it's a community led by professionals. I don't think Carer Gateway can replace it. Carer Gateway focuses on individual carer rather than a community. Now this community has been broken down, extremely sad.

THE FUTURE FOR THE BRADFIELD PARK CARERS PROGRAM

The Bradfield Park Carers Program is currently continuing with a reduced suite of services. This has been made possible due to the generous support of The Kirribilli Centre staff and GM, Carl Piraino, who understands the experiences of carers and has encouraged the carer peer support group to continue meeting and offering carers peer support. The volunteers who run this group are dedicated to seeing that his continues in to 2021 and beyond.

CLIENT STORY 8.

Older client who cares for an adult child with complex mental health needs.

The Bradfield programs have given me a sense of connection and support with other carers. I have really valued the Education and Training and sharing our experiences together. With our carers coordinator supporter, advocate and counsellor, Lisa, was always there to assist me and others on my journey as a carer. Lisa always had a great source of knowledge and compassion. She has worked very hard to keep all the carers connected and supporting us all.



BOARD OF DIRECTORS

AS AT 30 JUNE 2020

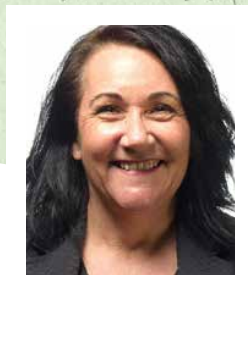
MARKETS REPORT

The markets started this financial year with continued growth and was on a forward trajectory until Covid-19 hit. We had to cancel a number of markets, which greatly affected our income, and due to ongoing regulations, our market stall holder numbers were limited.

Public attendance at all Markets is extremely strong, even with the limited stalls, we are still seeing the community support.

The Markets run smoothly each Market due to the fantastic efforts of our very hard-working Markets team.

Paul Justelius-Wright
MARKETS MANAGER



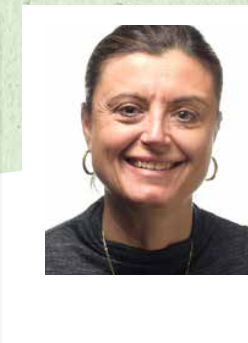
Jenny Turner

CHAIR

Jenny has over 20 years' leadership experience in sales, marketing and operations. Providing services to clients locally and internationally. I have built and lead teams of in-house sales development, account executives aligning behaviours and campaigns to strategy.

I established and managed the largest agile project management and change management training business in Australia.

My mission is to improve productivity outcomes through reviewing and enhancing, processes, templates, tools and innovative new ways of working. Additionally, my coaching leadership style builds collaborative work environments to enable high performing sales teams.

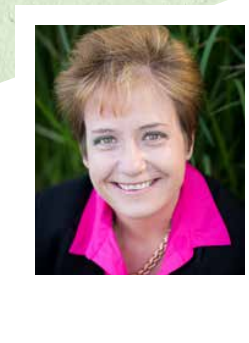


Irene Bennett

TREASURER

Irene Bennett has served on The Kirribilli Centre board for four years, and as the Treasurer for the last two. Her professional background is in pharmaceuticals, where she led Financial Planning and Analysis teams in Australia, USA and Switzerland. Most recently, she drove the launch of a new pharma company dedicated to Women's Health, and now is their Commercial Operations Lead.

Her commitment to TKC is driven by providing a hub for residents to connect and be part of a vibrant, caring community. In her spare time, she likes to stay close to home and is most likely to be found either in the gym or pool at North Sydney pool, at Milsons Park with her kelpie Maisy, having breakfast at Ricky's or dinner at Thai Fusion with her husband Jonathan, or browsing the Kirribilli Markets.

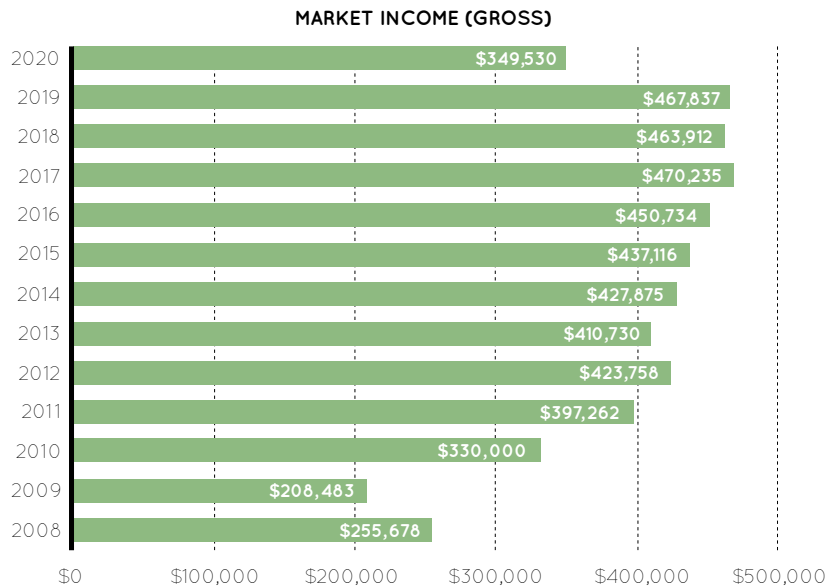


Kate Steenkamp

SECRETARY

(appointed 31 July 2019)

Kate is passionate about working with leaders and their teams to transform businesses in a way that delivers tangible improvements for both individuals and the business. Bringing with her a wealth of experience in strategy, transformation, human resources and organisational change she has a track record of building high performance organisations and teams across 3 continents. She is privileged to be on The Kirribilli Centre board and is seeking ways to support the organisation to be able to continue to deliver first class services to the local community that leave an ongoing legacy. She is committed to finding ways to make impactful change in communities and people's lives that better enable/equip them to grow and flourish.





Sam Rockett

A driven & passionate business sales professional with over fifteen years' experience developing business strategy through to development of significant sales growth across multinational and start-up businesses.

With a keen interest in business development, partnerships and marketing the opportunity to build on existing events and new innovative revenue streams with the current members was a key driver for joining the board.

International experience both in the UK & Australia across telecommunications, retail and professional services, Sam is delighted to be part of such an exciting, dedicated Centre in the community.



Ira Moentaco

Ira Moentaco is the Director of Imira, specialising in the identification and development of talent, enhancing skills and abilities, to maximise business outcomes. A strategic and insightful organisational learning professional, Ira has successfully developed, delivered and implemented dynamic cultural change strategies and effective leadership programs for individuals and teams. She also specialises in the coaching and development of recent graduates, through to those in early careers, middle management and executive level. Ira is highly proficient in delivering on topics such as diversity, team development, customer centricity, communication and leadership programs that drive cultural change.



Katya Dolzhenkova

(appointed 13 November 2019)

Katya has offered her passion for business strategy, postgraduate qualifications, and Tier-1 management consultancy experience to The Kirribilli Centre board since December 2019. Sharing a wealth of knowledge and over a decade's worth of international experience across UK, Dubai and Australia, coupled with a track record of success in driving operational growth and leading teams. Throughout her career, Katya has contributed to multi-million-dollar savings and revenue growth initiatives for private and AXS-listed companies, traversing diverse industries including financial services, aviation & tourism, energy, and telecommunications. She looks forward to adapting similar strategies for TKC into the future.



Efi Farmakalidis

Efi Farmakalidis, B.Sc., M.Sc., Ph. D., Grad Dip Management. Efi was born and grew up in Cyprus. After completing her university education, she migrated to Australia in 1984. She has over 35 years' experience in the Food Sector and has worked in executive roles in Australia and Regional responsibilities for Asia, Europe, Middle East and Latin America. Her expertise is in the areas of corporate and social responsibility, corporate affairs, organization change, cross cultural management and staff coaching and development.

Efi has lived and worked in Australia, then moved to Asia to live in Bangkok and subsequently Singapore, while having management responsibility for teams in Europe, Middle East and Latin America. Efi currently runs her own consulting company and works for a variety of companies in the diary sector across Australia and New Zealand.



David Harold Cohen

David Cohen lives in Milsons Point after downsizing from Pymble. He is the principal of a boutique law firm in the city specialising in litigation involving family, criminal and commercial cases.

Born in Melbourne, David moved to Sydney when his late brother needed better weather to help his symptoms of Cystic Fibrosis.

David and his wife, Ruth share two children, a daughter who lives in Los Angeles and a son who is studying Psychology at UNSW.

David enjoys reading escapist thrillers, watching European movies and attempting to play golf. He loves the local sense of community and opportunities for involvement in maintaining the village atmosphere of our suburbs.

He has particularly enjoyed helping on the entrances to the re-opened markets and hearing how much locals and visitors alike, have appreciated the chance to catch up, try some food and support our cottage industries.

David wants to bring his legal knowledge to help the centre to ensure all initiatives reflect our vision and values, protect our volunteers and grow our community involvement.



E. Ruth Cohen

(appointed 5 February 2020)

Ruth lives locally in Milsons Point and loves the feeling of walking out into a vibrant community where everyone is welcome.

After completing her degree in French, Latin, Classical Greek and Sanskrit, she ran into a friend at the art gallery who said, "IBM will love you. Coding is just another language." She went on to train in computers and marketing at IBM.

Marrying a lawyer, she went back to her original intention of doing a law degree and two children later, completed a JD at Sydney University. Working full-time with her husband she decided to learn some more and graduated with a Masters in Applied Family Law.

She's now started a Masters in Business Law and Commercial Transactions and hopes she can keep up with the clever lawyers in the course. In between she has enrolled in a short course in November in Russian.

Ruth has been encouraged by the re-opening of the markets and its ability to bring the community together to enjoy the day out while helping arts and crafts and all the stall holders. She hopes that The Kirribilli Centre can grow its courses with the extension of the online facilities.





Jenny Rollo

CO-CHAIR

(resigned 13 November 2019)

Jenny has been involved with TKC for the past decade, initially as a carer through the Bradfield Park Carers' Program, and then serving on the board since 2011 to help give back in a small way to the organisation that gave her so much. Jenny is a research scientist, writer and science communicator, and a strong Alzheimer's advocate, after caring for her own mother who lived with the disease. Jenny has more than 20 years' experience in both the academic and corporate sectors delivering creative solutions by drawing on her multidisciplinary technical, design and business development background.



Janet Gilbert

CO-CHAIR

(resigned 13 November 2019)

Janet joined the Board in 2015 and has lived in Kirribilli since 1997. She started bringing her daughter to the playgroup each week back in 2004 and this connection inspired her to become a member of the TKC Board and contribute to the local community through that work. She is an employment lawyer with the Timber Trade Industrial Association and has been a solicitor since 1996. She is a member of the Law Society of New South Wales, Women in Super and a graduate member of the Australian Institute of Superannuation Trustees. Janet is also an employer representative director of an industry super fund.

TKC STAFF

Thank you to our talented staff past and present. The following people were employed by The Kirribilli Centre from 1 July 2019 - 30 June 2020.

THE KIRRIBILLI CENTRE

General Manager

Carl Piraino

Program and Marketing Manager

Jodi Harvey

Front Office Administrator (until June 2020)

Justyna Delofski

Finance & Venue Officer (from September 2019)

Arindam Maiti

Caretaker

Roger Hack

KIRRIBILLI MARKETS

Markets Manager

Paul Justelius-Wright

Markets Assistant

Arindam Maiti

Markets Assistant

Anirudha Maiti

Markets Assistant

Lewis Cavender

Markets Assistant/Traffic Controller

Nicholas Little

Markets Assistant/Traffic Controller

William Norrie

Markets Assistant

Gabriele Kisaragi

BRADFIELD PARK CARERS PROGRAM

Program Coordinator

Lisa Liber



Attachment 8.132

THANK YOU

OUR SUPPORTERS

Our supporters are individuals, families, local business, government and non-government organisations. To these supporters we wish to say thank you for your generous support this year. Together we have been able to respond to the needs and interests of our local community and create a vibrant place to live. Among our major supporters are:

- North Sydney Council
- Australian Government Department of Social Services
- North Sydney Leagues Club
- Partners in Recovery
- Our local Kirribilli business

OUR PARTNERS

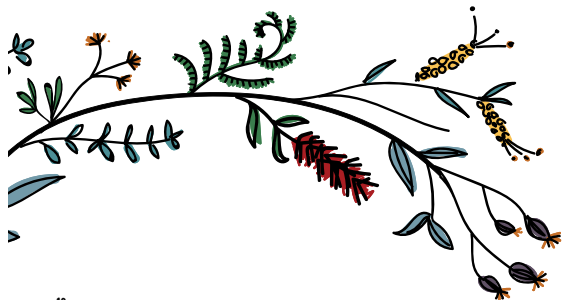
Our partners are involved in the delivery of The Kirribilli Centre services. They bring skills and expertise to ensure that we deliver work to the highest quality standards and reach as many people in our community as possible. Among our major partners are:

- Amateur Chamber Music Society
- Australian Chinese Community Association
- Crows Nest Centre
- Greenway Tenants Group
- Yarn on a Stick/Friday Knitting Group
- Uniting Care Mental Health
- Sydney Guitar School
- Lifeline Northern Beaches
- Lower North Shore Community Transport
- North Sydney Community Centre
- North Sydney Council
- Partners in Recovery
- St Aloysius' College
- TAFE Crows Nest

OUR VOLUNTEERS

It would not be possible to achieve all that The Kirribilli Centre does without the efforts of our extraordinary volunteers. We wish to say thank you for dedicating your time and talents to the Centre and for the positive impact that you have made on the community. All of our volunteers are too numerous to list here, but we wish to acknowledge our regular volunteers that turn up week after week to assist in this important work. Special mention to our long-term volunteers Jean Martin and Gretel Jones

- Jean Martin
- Gretel Jones
- Elizabeth Gervay
- Anthony Rustuccia
- Efi Carr
- Giuseppe Zangari
- Shahla Jalili
- Terry Kemp
- Andrew Corish
- Dick Helle
- Joan Brodie



FINANCIAL HIGHLIGHTS

FOR THE YEAR ENDED 30 JUNE 2020

When we prepared the budget for the 2020 financial year, the biggest challenge foreseen was the reduced funding from the Department of Social Services for the Carers Program. Who could have predicted a global pandemic and the social & economic impact it would have?

Pre COVID-19, up until the end of February 2020, the financials were on track to deliver a promising surplus, albeit mainly due to extended funding for the Carers program until May 2020. Then COVID-19 hit – taking the market, courses and room hire income with it. By financial year end June 30 2020, the Operating Surplus for the year to date was reduced to \$12,058. With government COVID-19 assistance totalling \$113,000, the Net Surplus for the financial year ending June 30 2020 was \$125,058. It is a pleasing result in a difficult period and provides a needed buffer for the remainder of the 2020 calendar year which continues to be challenging with reduced activity expected to comply with COVID-19 safety guidelines.

While Operating Revenue is down 20% from the previous financial year due to COVID-19, core revenue streams continue to contribute in similar proportion – 42% is derived from the operation of the Kirribilli Markets and 32% came from the Department of Social Services funding of the Carers Program. While The Kirribilli Centre board and management have been preparing for the reduction and eventual cessation of the funding of the Carers Program, it became abundantly clear that we needed to continue to work together to find and grow replacement revenue streams. This proved to be an extreme challenge in the face of COVID-19 due to the social distancing requirements required for the market and the neighbourhood centre.

Despite the challenges faced during the pandemic, during the 2020 financial year, the expense base was managed efficiently.

Expenses decreased by \$121,049 (13%) compared to the prior financial year. There was reduced spending on advertising and program costs and savings were also made on telecommunications and staffing. Management continues to work hard to stay within budget, while investing in equipment for the playground and rooms to hire to make them more appealing and attractive for users.

Finishing the financial year in a strong position, largely due to the Federal Government COVID-19 support payments leaves TKC with the luxury of maintaining strong cash reserves which is good news given the challenges as TKC (and the whole country, not to mention the world!) recovers and rebuilds from the COVID impacts. Whilst the Markets, Room Hire and Courses are now back in operation, albeit not at full capacity, conditions continue to be uncertain and the TKC Board and Management are working hard to adjust to fluctuating situations which can change daily, to ensure that TKC emerges intact on the other side.

On behalf of the whole TKC Board, I would like to take this opportunity to thank all the TKC supporters during the year, particularly the North Sydney Council, the Department of Social Services, our awesome staff led by General Manager, Carl, and volunteers. I also call out our accountants at Refuge Accounting for special thanks for providing us with the critical support to navigate this difficult period and ensuring that we receive all the financial help available to us.

Irene Bennett

TREASURER

FINANCIAL OVERVIEW

KIRRIBILLI NEIGHBOURHOOD CENTRE CO-OPERATIVE LIMITED

ABN 49 171 540 646

DIRECTORS' REPORT

Your directors present their report on the Co-Operative for the financial year ended 30 June 2020.

Directors

The names and particulars of the directors of the Co-Operative holding office during or since the end of the financial year are:

Jenny Turner
Irene Bennett
Janet Gilbert (resigned 13 November 2019)
Jenny Rollo (resigned 13 November 2019)
David Harold Cohen
Efi Farmakalidis

Sam Rockett
Ira Moentaco
Kate Steenkamp (appointed 31 July 2019)
Katya Dolzhenkova (appointed 13 November 2019)
Elizabeth Ruth Cohen (appointed 5 February 2020)

The directors listed above fulfil their duties in an honorary capacity and are not remunerated for their service.

Principal activities and performance

The principal activities of the Co-Operative during the course of the financial year were to provide services to the community.

There were no significant changes in the nature of the activities of the Co-Operative during the year.

The surplus of the Co-Operative for the year ended 30 June 2020 was \$125,058 (2019: \$81,459 surplus).

Review of operations

Due to the impact of the Covid-19 pandemic the Co-Operative experienced a significant reduction in its market income. The operations were however maintained due to the Government cash flow boost and jobkeeper subsidies. In the opinion of the directors the Co-Operative's operations during the year performed in other respects as expected.

Dividends

In accordance with the Co-Operative's rules, no dividends, distributions or rebates may be paid to the members of the Co-Operative.

Future developments

The Mental Health Respite Carer Support Activity, funded by The Department of Social Services, ceased on 30 June 2020. The Co-Operative expects to maintain other operations and explore other developments in future financial years.

Environmental issues

The Co-Operative's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

DIRECTORS' REPORT (Cont.)**After balance date events**

Other than the continued impact of the Covid-19 pandemic, no other matters or circumstances have arisen since the end of the financial year which significantly affected or may affect the Co-Operative's operations, the results of those operations or the state of affairs of the Co-Operative in future years.

Indemnities given to, and insurance premiums paid for auditors and officers

The Co-Operative has not during or since the end of the financial year, indemnified or agreed to indemnify any current or former officer or auditor of the Co-Operative against a liability incurred as such by an officer or auditor.

Proceedings on behalf of Company

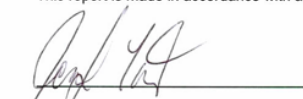
No person has applied for leave of Court to bring proceedings on behalf of the Co-Operative or intervene in any proceedings to which the Co-Operative is a party for the purpose of taking responsibility on behalf of the Co-Operative for all or any part of those proceedings.

The Co-Operative was not a party to any such proceedings during the year.

Auditor's independence declaration

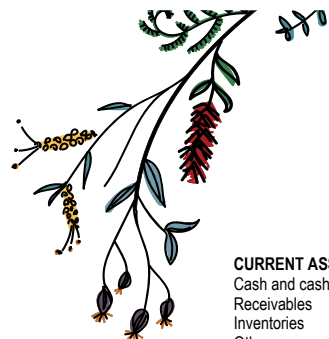
The auditor's independence declaration is set out on page 20 and forms part of the directors' report for financial year ended 30 June 2020.

This report is made in accordance with a resolution of the directors:


 Director
 Dated: 14/10/2020

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2020**

	Note	2020 \$	2019 \$
CLASSIFICATION BY NATURE			
Revenues from ordinary activities	2	904,030	981,480
Employee benefits expense		(509,169)	(539,142)
Depreciation		(26,341)	(36,575)
Other expenses from ordinary activities		(243,462)	(324,304)
Surplus from ordinary activities		125,058	81,459
Accumulated funds at the beginning of the financial year		599,919	518,460
Accumulated funds at the end of the financial year		724,977	599,919

**BALANCE SHEET
AS AT 30 JUNE 2020**

	Note	2020 \$	2019 \$
CURRENT ASSETS			
Cash and cash equivalents	3	814,675	759,340
Receivables	4	30,728	5,847
Inventories		1,934	509
Other	5	26,789	28,897
TOTAL CURRENT ASSETS		874,126	794,593
NON-CURRENT ASSETS			
Property, plant and equipment	6	-	-
TOTAL NON-CURRENT ASSETS		-	-
TOTAL ASSETS		874,126	794,593
CURRENT LIABILITIES			
Payables	7	45,798	72,118
Other	8	36,661	52,924
Provisions	9	42,337	38,418
TOTAL CURRENT LIABILITIES		124,796	163,060
NON-CURRENT LIABILITIES			
Provisions	9	24,353	31,214
TOTAL NON-CURRENT LIABILITIES		24,353	31,214
TOTAL LIABILITIES		149,149	194,674
NET ASSETS		724,977	599,919
FUNDS			
Accumulated funds		724,977	599,919
TOTAL FUNDS		724,977	599,919



**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2020**

	Note	2020 \$	2019 \$
Cash flows from operating activities:			
Receipts from members and customers		989,433	1,074,280
Payments to suppliers and employees		(915,691)	(912,549)
Interest and dividends received		7,934	11,785
Net cash (outflow)/inflow from operating activities	10	<u>81,676</u>	<u>173,516</u>
Cash flows from investing activities:			
Payment for property, plant and equipment		<u>(26,341)</u>	<u>(36,575)</u>
Net cash (outflow) from investing activities		<u>(26,341)</u>	<u>(36,575)</u>
Net increase/(decrease) in cash held		55,335	136,941
Cash at the beginning of the financial year		759,340	622,399
Cash at the end of the financial year	3	<u>814,675</u>	<u>759,340</u>

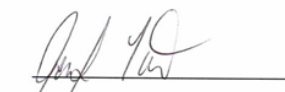
DIRECTORS' DECLARATION

The directors have determined that the Co-Operative is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements.

The directors of the Co-Operative declare that:

- The financial statements and notes, as set out on pages 4 to 16 are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and the *Co-Operatives Act 1992 (NSW)* and:
 - comply with Accounting Standards as described in Note 1 to the financial statements, the *Australian Charities and Not-for-profits Commission Act 2012* and the *Co-Operatives Act 1992 (NSW)*; and
 - give a true and fair view of the Co-Operative's financial position as at 30 June 2020 and of the performance for the financial year ended on that date.
- In the directors' opinion there are reasonable grounds to believe that the Co-Operative 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
Dated: 14/10/2020



INDEPENDENT AUDIT REPORT TO THE MEMBERS

Audit Report

We have audited the financial report of Kirribilli Neighbourhood Centre Co-Operative Limited for the financial year ended 30 June 2020, as set out on pages 4 to 17. Typically with non profit Co-Operatives, it is not practicable to maintain an effective system of internal control over income from market days, donations and fundraising activities until the income is recorded in the accounting records. Accordingly, our audit in relation to these activities was limited to the transactions once recorded.

In our opinion, subject to the effects of such adjustments, if any, as might have been determined to be necessary had the limitation referred not existed, the financial report of Kirribilli Neighbourhood Centre Co-Operative Limited presents fairly, in all material respects, the financial position as at 30 June 2020 and of its financial performance for the year then ended and are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and the *Co-Operatives Act 1992 (NSW)*.

Directors Responsibility

The directors of Kirribilli Neighbourhood Centre Co-Operative Limited are responsible for the preparation of the financial report that gives a true and fair view in accordance with Accounting Standards as described in Note 1 to the financial statements, the *Australian Charities and Not-for-profits Commission Act 2012* and the *Co-Operatives Act 1992 (NSW)*; This responsibility includes establishing and maintaining internal controls relevant to the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability Kirribilli Neighbourhood Centre Co-Operative Limited, to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intend to liquidate the Entity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibility

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

INDEPENDENT AUDIT REPORT TO THE MEMBERS (Cont.)

Auditor's Responsibility (cont.)

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 internal controls of Kirribilli Neighbourhood Centre Co-Operative Limited.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management committee.
- 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 ability for Kirribilli Neighbourhood Centre Co-Operative Limited 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 Entity 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.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Benbow & Pike
Chartered Accountants
Suite 401, 54 Miller Street
NORTH SYDNEY NSW 2060



Gerard J Abrams
Partner

Dated: 14 October 2020

AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 60-40 OF AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012 TO THE DIRECTORS

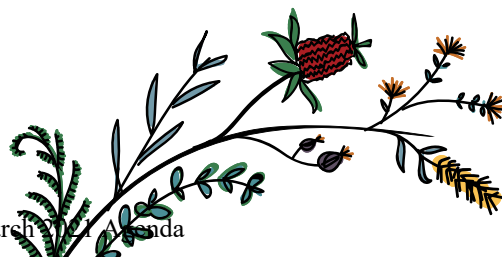
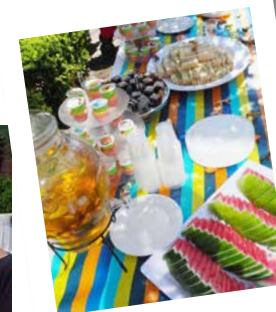
I declare that, to the best of my knowledge and belief, during the financial year ended 30 June 2020 there have been:

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



Gerard J Abrams
Partner

Dated: 14 October 2020





16-18 Fitzroy Street,
Kirribilli, NSW, 2061

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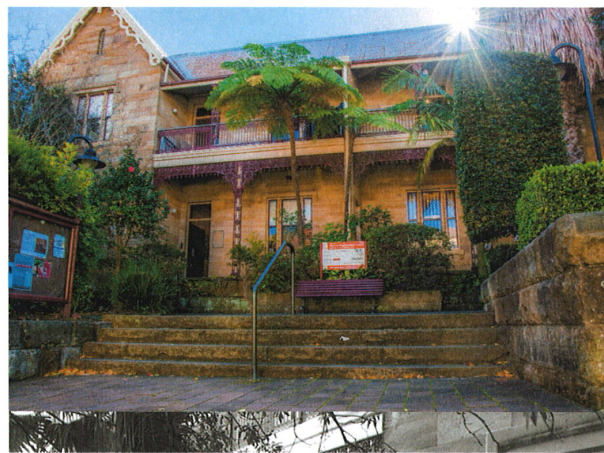
www.thekirribillicentre.org

www.facebook.com/kirribillicentre

ABN 49 171 540 646



The Kirribilli Centre



(Incorporating)
Centre in the Park (at Forsyth Park)

JOINT STRATEGIC PLAN 2021-25

*North Sydney Council
Kirribilli Centre Co-operative Limited*



Kirribilli Centre & the Centre at Forsyth Park – 2021-2025

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Draft Kirribilli Centre Strategic Plan 2021-1025

Community, Cultural & Recreational Facilities Policy

Kirribilli Centre & the Centre at Forsyth Park – 2021-2025

1.0 INTRODUCTION

1.1 Preamble

The Kirribilli Centre Joint Strategic Plan is a joint planning statement by North Sydney Council and KNC Co-operative Ltd. It is based on the Co-operative's own Strategic Plan 2021-25 and Business Plan 2021-22 (Appendix 2), Council's Community, Cultural and Recreational Facilities Policy (Appendix 3), and indicative programs of works (Appendix 1).

1.2 Community Consultation

Community consultation plays an important role in the production of any Joint Strategic Plan. It provides Council and the Co-operative with a sound understanding of the important issues for the community with regard to the important role community centres play in their lives.

Public involvement and consultation generates an understanding of Council's facilities management plans, combats misinformation and misunderstanding, and fosters support for Council's and the Co-operative'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 Joint 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 Kirribilli 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:

council@northsydney.nsw.gov.au

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

Kirribilli Centre & the Centre at Forsyth Park – 2021-2025

1.4 The Joint Strategic Plan

The Joint Strategic Plan arises jointly from the shared desire of Council and the Co-operative 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 Joint Strategic Plan for The Kirribilli Centre and Centre in the Park (Forsyth Park).

The Kirribilli Centre is one of only two community-managed centres on the eastern portion of the LGA. As such it has major importance as a resource to that community. A Joint Strategic Plan setting out clearly the existing and anticipated future uses of the building and land is seen as an essential guide to the community and to Council and the co-operative.

1.6 Council's facilities 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 2020/21 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, Cultural and Recreational Facilities Policy

After extensive consultations involving those centres with community-based management boards, Council adopted a revised Community Centres Policy in 2013. Management of The Kirribilli 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 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;

Kirribilli Centre & the Centre at Forsyth Park – 2021-2025

- 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 centre buildings

Council's has leased the community centre building in 16-18 Fitzroy Street Kirribilli and granted a license over its grounds until 31/12/25, and granted a lease over the former Scout Hall in Forsyth Park (known as *Centre in the Park*) to the Kirribilli Centre Co-operative Ltd for 12 months (renewable).

The purpose of granting a lease of a public facility constructed within community land, such as the Kirribilli 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 community land must ensure that the lessee will manage the community facility in the public interest.

The granting of lease authorises the management of the community facility by the appointed community organisation, which is granted tenure of the community facility. In this respect the practice of granting a lease is required where control of the 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 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.

Kirribilli Centre & the Centre at Forsyth Park – 2021-2025

The management of the community centre is required to be monitored by the Council to ensure the lessee's compliance with the terms and conditions of lease and to ensure that the performance targets established under the Joint Strategic Plan for the community land are met. Upon expiry of each five-year term the lessee's performance will be reviewed to determine whether the lessee has satisfactorily complied with the conditions of lease, and the conditions of lease will be reviewed to ensure consistency with Council policy.

1.9 The Co-operative's Mission, Vision and Values

OUR MISSION

Our mission is to provide services that strengthen and serve our community sustainably.

OUR VISION

Our vision is to provide leadership in communities to ensure that people feel included and are recognised for their abilities, cultures and strengths.

OUR VALUES

Our values are respect, integrity, innovation and professional excellence.

2.0 CHARACTERISTICS AND RESOURCES

2.1 Site Location History and Heritage

The Kirribilli Centre (TKC): The Centre is located at 16-18 Fitzroy Street, Kirribilli. The Centre was first established as a Community Centre in 1975. In October 1976 a meeting of local residents adopted the constitution and elected the first Management Committee. A Plan for its Conservation and Management, Phoenix architects, revised by Otto Cserhalmi Architects, was adopted by Council on 23 March 2004. This Plan has guided Council and the KNC Board through development of a Master Plan for the site. See more below under A3.3 access.

Centre in the Park (Forsyth Park): in 2006, the Scout Association of Australia wrote to Council surrendering the lease on the building located at the southern end of the Park, formerly known as the Forsyth Park Scout Hall. In November 2007, Council included Forsyth Park Scout Hall in the suite of programs managed by The Kirribilli Centre (TKC). TKC were granted a renewable booking over the Scout Hall conditional on uses being wellness-focused and low impact (meetings, counselling etc).

Following consent issued through the Development Application process, improvements to the building were made in 2013 to make it suitable for continuing this use, in particular for accommodating a TKC-managed telephone counselling service for a Federally funded not for profit group: Blue Knot Foundation. TKC's lease over the former Scout Hall entitles them to grant a sublease to similar services. Blue Knot did not renew their lease in 2020 and TKC have used the facility intermittently since that time for classes. TKC and Council are in discussions over the future use of the facility and both parties have agreed to continue the lease on a month-to-month basis to allow for flexibility.

Kirribilli Centre & the Centre at Forsyth Park – 2021-2025

3.0 PLANNING ISSUES

3.1 Background

The Kirribilli Centre comprises a two-storey heritage building, which occupies land classified under the Local Government Act, 1993, as Community Land. Under North Sydney LEP 2013 16-18 Fitzroy Street is zoned SP2 Community Facility. Community facilities are a permissible use within this zone.

The focal point of the Kirribilli peninsula is the Kirribilli Village Centre a compact, lively area with the community centre, local shops and outdoor cafes that serve the needs of the local community. The village is surrounded by a diverse range of land uses including dwellings, education, transport, maritime activities and community facilities.

The traffic and pedestrian issues that figure large throughout the LGA are important factors in the life of the Centre. It is noted that the disabled parking space in Bligh Street plays an important part in the Centre's operations and the signage needs to be maintained. Council has resolved to provide a limited subsidy to the Centre's volunteers to facilitate their parking during their hours of work for the Centre. A Traffic Management Plan is in place to manage the twice monthly markets in Bradfield Park Central and Burton Street. The recent trial closure of Burton Street was done in consultation with the TKC and its impact on the Markets will be assessed.

The Centre in the Park is situated within Forsyth Park and is formerly home to the 1st Cremorne Scouts. The building is constructed from concrete besser blocks and located at the southern end of the Park. A compliant ramp connects its foyer to the public footpath on Montpellier Street. The 2013 works were minor and comprised:

- A suspended acoustic tile ceiling to the hall with office-quality lighting;
- Steel stud partition walls to the hall to create two large offices one small one and a meeting room
- Upgrading the bathroom to provide an accessible toilet.

In 2006, prior to the building being leased to TKC a Feasibility Study for a 60-place childcare centre on the site was completed by Council. While funding was accumulating the project was deferred, as explained (3.2 Landscape character) below.

Under North Sydney LEP 2013 Forsyth Park is zoned RE1 Public Recreation. Community facilities including childcare are a permissible use within this zone.

3.2 Landscape character

The Kirribilli Centre: The gardens (front and back) are currently attended to on a fortnightly basis, with trees attended to on notification. The Bligh Street entrance has a London Plane tree, a Macadamia and a frangipani, which was pruned in 2004 to make way for a lift giving access to the upper floor. A Chinese Elm was removed in early 2017 on the advice of a qualified arborist due to vulnerability of stem failure under windy conditions. A landscape plan preserves a public right of way linking Fitzroy and Bligh streets as well as providing a much-needed storage shed. A new fence, shade cloth and new astro-turf has been provided to allow free play for playgroup and functions to continue. The public right of way through the centre grounds has proved problematic, particularly when gates left open coincide with parent and toddler use of the play area. In 2021

Kirribilli Centre & the Centre at Forsyth Park – 2021-2025

double gate safety zones were constructed and a conversation opened with the local high and primary schools.

The Centre in the Park is bordered by poplar trees, Montpellier Street, an enclosed area of park with a tree-sheltered bench, and on the fourth (southern) side by a Sydney Water catchment facility. This area was compulsorily acquired from Council in 2011 and has meant that the proposed expansion of the former Scout Hall to a larger childcare facility (2006 Feasibility Study) could not then proceed. An updated Feasibility Study for a 50-place long day care centre, expanding the building to the south west is under consideration.

3.3 Access

TKC has been audited by access consultants under the guidance of Council's then Access Committee, as part of Council's then Disability Discrimination Action Plan. Key points since addressed by the KC audit were signage, the need for threshold ramps, a lighting upgrade and compliance of the accessible toilet. All these have been completed. Subsequently the Master Plan recommended installation of a lift to complete the accessibility of the centre. A special report was commissioned from Otto Cserhalmi Architects to establish the best location. This report informed the Development Application which was approved, placing the lift on the north western edge of the verandah. This was completed in 2005.

TKC has since been audited under Council's Access and Inclusion Action Plan 2018-20. While no major issues were identified, the report has not yet been analysed in detail. The Centre in the (Forsyth) Park is fully accessible.

3.4 Relationship with Kirribilli Monthly Outdoor Markets

The Kirribilli Centre is manager of the Kirribilli Fashion and Art and Design markets (2nd Sunday) as well as the General markets (4th Saturday), a major community and tourist attraction for North Sydney that takes place in Bradfield Park Central. Council supports the markets through a range of subsidies reported annually through the Community Grants and Subsidies Report. Income from the markets is essential in supporting the Centre's in-house activities. The Centre works with Council's traffic and sustainability departments to manage the impacts on the environment. Accommodation for market equipment is provided by Council in a part of the former Bradfield Park Community Centre (former garage at the eastern end of the building).

3.5 Relationship of KC with other Community Centres

Having regard to the network of community centres supported through Council's Community Centres Policy, The Kirribilli 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.

3.6 Outdoor structures

A stone sculpture is a feature of Kirribilli Centre's Fitzroy Street garden. The Bligh Street garden includes an original stone outbuilding and a timber storage shed as well as a shade cloth structure.

Kirribilli Centre & the Centre at Forsyth Park – 2021-2025

3.7 Indicative program of maintenance and upgrade

An indicative ten-year programme of maintenance and capital upgrade is provided for both TKC and the Centre in the Park.

4.0 BASIS FOR MANAGEMENT

4.1 Philosophical basis for the plan of management

The primary aim of The Kirribilli Centre joint strategic plan is to provide guidelines for the future use, development, management and maintenance of the centre. The Kirribilli Centre is one of the LGA's most important community centres. Overall, the board of The Kirribilli Centre Co-operative Ltd holds responsibility for management of this centre. The board consists of up to eleven directors who are elected annually at the AGM.

Council supports this management model in several ways, including through adequate maintenance and by ensuring that any future development of the centre is compatible with the objectives of the Board.

Council and The Kirribilli Centre Co-operative 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 local changes as they arise.

4.2 Management objectives

Based on legislative requirements, community needs and expectations, and the values and assets of The Kirribilli Centre Co-operative itself, the following broad, primary management objectives have been identified.

- to maintain the centre for community use in accordance with the overall objectives of the Delivery Program 2020/21 and associated documents
- to manage the centre in accordance with The Kirribilli Centre Strategic Plan 2021-25 (see attached)
- to manage the centre in accordance with the aims and objectives of Council's Community Centres and Facilities Policy (see attached)
- to provide and maintain a high-quality community centre which meets the needs 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.

Kirribilli Centre & the Centre at Forsyth Park – 2021-2025

- 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.
- to grant a lease to The Kirribilli Centre Co-operative Ltd (Co-operative No 800), the terms of which will require that the lessee will manage The Kirribilli Centre for the Benefit of the community in accordance with the general objectives of this Plan of Management.
- to grant a lease to The Kirribilli Centre Co-operative Ltd (Co-operative No 800), the terms of which will require that the lessee will manage the former Scout Hall in Forsyth Park (known as *Centre in the Park*) for the benefit of the community in accordance with the general objectives of this Joint Strategic Plan.

4.3 Specific Management Objectives

The Kirribilli Centre’s 2021-25 Strategic Plan is framed around the following three key result areas, five strategic objectives and their linked initiatives.

Priority 1	Professional Capacity Building
Objective: Be a best practice in governance community-based organisation	
P1:1	Ensure that the Board of Management has the right mix of skills
P1:2	Ensure that the Board of Management continues to update their skills
P1:3	Ensure that our staff have the necessary skills
P1:4	Ensure that quality innovation performance is a driving force in our work.

Priority 2	Service Delivery
Objective: Provide Community Support services which build community, individual capacity and equity	
P2:1	Ensure that we support community development activities which benefit all members of the community we serve.
P2:2	Ensure that we build the capacity of older people and people with disabilities to live in their chosen community.
P2:3	Ensure that we maintain and strengthen the involvement of our volunteers in our work.
P2:4	Ensure that we provide high quality services for all people.

Priority 3	Sustainable and Innovative Development
Objective: To develop services which will sustain the organisation into the future.	
P3:1	Ensure we continue to build our full cost recovery services

Kirribilli Centre & the Centre at Forsyth Park – 2021-2025

P3:2	Develop a working group to investigate future type of service delivery models
P3:3	Develop a working group to deliver innovative fundraising activities

4.4 Reporting

The Kirribilli Centre Board will review the Joint Plan of Management annually and provide the review and an audited Statement of Finances to Council each March. This timing allows Council to review the progress of the Plan prior to finalising its estimates for the following financial year.



The Kirribilli Centre 2021–2025 Strategic Plan March 2021

OUR MISSION

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Priority 1 Professional Capacity Building

Objective: Be a best practice in governance community-based organisation

P1:1 Ensure that the Board of Management has the right mix of skills

P1:2 Ensure that the Board of Management continues to update their skills

P1:3 Ensure that our staff have the necessary skills

P1:4 Ensure that quality innovation performance is a driving force in our work.

Priority 2

Service Delivery

Objective: Provide Community Support services which build community, individual capacity and equity

- P2:1** Ensure that we support community development activities which benefit all members of the community we serve.
- P2:2** Ensure that we build the capacity of older people and people with disabilities to live in their chosen community.
- P2:3** Ensure that we maintain and strengthen the involvement of our volunteers in our work.
- P2:4** Ensure that we provide high quality services for all people.

Priority 3 Sustainable and Innovative Development

Priority 3

Objective: To develop services which will sustain the organisation into the future

P3:1 Ensure we continue to build our full cost recovery services

P3:2 Develop a working group to investigate future type of service delivery models

P3:3 Develop a working group to deliver innovative fundraising activities

ORGANISATIONAL BUSINESS PLAN

Professional Capacity Building

Action	Measure	Timeframe	Lead, Area and Status (note Area relates to Strategic Plan)
Governance Building <ul style="list-style-type: none"> Continue to support and update the skills in best practice for Board Members. 	Two Governance training workshops identified and attended by 90% of Committee members	End December, 2021	Lead: Jenny Tuner (Board Chair), Carl Piraino Area: P1:2 (refer to Strategic plan)
Board Performance review <ul style="list-style-type: none"> Ensure that all Board members participate in assessment processes. 	Assessment of Board Skills completed	End June, 2021	Lead: Jenny Turner (Board Chair), Carl Piraino Area: P1:1 and P1:2 (refer to Strategic plan)
Annual General Meeting <ul style="list-style-type: none"> AGM held, programs and finance acquitted 	Minutes of AGM available to all members	One month after AGM	Lead: Kate Steencamp (Board Secretary) and Carl Piraino
Strategic Planning <ul style="list-style-type: none"> Develop five-year Strategic plan 	Strategic Plan finalised and disseminated to Board members, staff, stakeholders	Continue to review and adjust	Lead: Carl Piraino
Quality Innovation Performance <ul style="list-style-type: none"> Achieve ASES Accreditation 	Accreditation achieved	Dec 2023 With progress review in Dec 2022	Lead: Carl Piraino Area: P1:4 (refer to Strategic plan) Other resources: Consultant, Staff and Board, \$

<p>Partnership/s</p> <ul style="list-style-type: none"> ○ Continue to develop partnership with key community agencies 	<p>Two new partnerships entered into.</p>	<p>Lead: Carl Piraino Area: P3:1 (refer to Strategic plan)</p>
<ul style="list-style-type: none"> ○ Develop plan for Corporate Sponsorship for the Kirribilli Markets 	<p>Plan developed and implemented.</p>	<p>Lead: Carl Piraino Area: P3:1 & P3:2 (refer to Strategic plan)</p>
<p>Media and Communications</p> <ul style="list-style-type: none"> ○ Review and update the media and communication for both the Kirribilli Centre and the Kirribilli Markets 	<p>Communication Manual drafted</p>	<p>Lead: Carl, Jo Area:</p>
<p>Volunteer Program</p> <ul style="list-style-type: none"> ○ Continue to develop and grow volunteer capacity. ○ Develop training program for new volunteers. Run three training sessions. 	<p>Number of volunteers increased by 10%</p> <p>Updated training program piloted</p> <p>Three training sessions held</p>	<p>Lead: Carl, Lisa, Area: P1:3, P2:3 and P3:1 (refer to Strategic plan)</p> <p>Lead: Lisa,</p>
<p>Staff Skills Development</p> <ul style="list-style-type: none"> ○ Skill gaps/s identified through Performance Appraisal process 	<p>Two training opportunities for each staff member and volunteers identified and attended.</p>	<p>Lead: Carl Area: P1:3 and P2:3 (refer to Strategic plan)</p>

Service Delivery

Action	Measure	Timeframe	Lead, Area and Status
<ul style="list-style-type: none"> ○ Lifestyle Program <i>Good Neighbours Social Group</i> 	Group/s up and running with at least 10 members	By June 2021	Lead: Lisa Area: P2:2 (refer to Strategic plan)
<ul style="list-style-type: none"> ○ Children Services <i>A series of one-off events throughout the year for children and parents that utilise the play area</i> 	Four special events completed	Jan 2021 – Dec 2021	Lead: Jo Area: P2:1 and P2:4 (refer to Strategic plan)
<ul style="list-style-type: none"> ○ <i>Identify other community groups with which to develop programs for new parents. One new program to be completed</i> 	Other providers identified for partnership New program developed in partnership and piloted	Jan 2021 – Dec 2021	Lead: Carl
<ul style="list-style-type: none"> ○ Older individual living in the community <i>A series of one-off events that alleviate social isolation</i> 	Two special events completed	Jan 2021 – Dec 2021	Lead: Jo Area: P2:2

Sustainable and Innovative Development

Action	Measure	Time Frame	Lead, Area and Status
Full Cost Programs			
<ul style="list-style-type: none"> ○ Increase the number of customers in @Home Assist to 10 	20+ customers engaged with @HA.	Jan 2021 – Dec 2021	Lead: Carl, Lisa and Ari Area:
<ul style="list-style-type: none"> ○ Develop Centre Based Respite Program for Socially Isolated Members of the community 	Program developed and piloted	Jan 2021 – Dec 2021	Lead: Carl, Lisa and Ari Area: P2:2 and P3:1
<ul style="list-style-type: none"> ○ Increase the number of customers in computer classes 	Computer class attendance increased by 5	Jan 2021 – Dec 2021	Lead: Lisa and Jo Area: P2:2 and P3:1
<ul style="list-style-type: none"> ○ Increase the number of Healthy Lifestyle programs 	HL programs increased by two	Jan 2021 – Dec 2021	Lead: Lisa and Jo Area: P2:2 and P3:1
<ul style="list-style-type: none"> ○ Increase income from Kirribilli Markets 	Income increased from last financial year.	Jan 2021 – Dec 2021	
<ul style="list-style-type: none"> ○ Increase income from Kirribilli 	Income increased from last financial year.	Jan 2021 – Dec 2021	

Centre Room Hirer and Programs and Programs
Forward Service Delivery

- *Establish a working group to investigate the future of service delivery models for the organisation.*

Working group members identified
 Terms of Reference developed
 Calendar of meetings agreed
 Draft outcomes presented to Board

March 2021

Lead: Carl

Fundraising

- *Establish a working group to deliver innovative and successful fundraising activities.*

Working group members identified
 Terms of Reference developed
 Calendar of meetings agreed
 Draft outcomes presented to Board

March 2021

Lead : Carl
 Area: P3:3

28/03/2019

Kirribilli Neighbourhood Centre

Item Description	Code	Cost	Cycle	Ledger year												
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028			
Plumbing	RR1	\$1,800	1	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Electrical	RR1	\$1,600	1	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Building repairs	RBR	\$4,400	1	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Touch up painting	PTU	\$2,000	1	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Fire services	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
Exit and emergency lights	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
Pest control	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
Sand and reseal timber floor	SRF	\$3,300	3	\$0	\$3,300	\$0	\$0	\$3,300	\$0	\$0	\$3,300	\$0	\$0	\$3,300	\$0	\$0
Insurance	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
Rates - Water / sewer	FC1	\$1,500	1	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Council Rates*	FC1	\$0	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$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
Other expenses - misc., keys etc	RR1	\$500	1	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Share of admin costs	FC1	\$5,200	1	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200
Total Recurrent Expenditure				\$38,600	\$41,900	\$38,600	\$38,600	\$41,900	\$38,600	\$38,600	\$41,900	\$38,600	\$41,900	\$38,600	\$38,600	\$38,600
Capital Works Program																
External re-painting	PEB	\$22,000	5	\$0	\$0	\$22,000	\$0	\$0	\$0	\$0	\$0	\$0	\$22,000	\$0	\$0	\$0
Internal re-painting	PGA	\$30,000	7	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0
Replace carpet	RCA	\$25,000	10	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal wiring & lighting upgrade		\$10,000					\$60,000			\$10,000						
Upgrade fire system & panel		\$60,000											\$180,000			
Roofing works		\$180,000														
Toilets and kitchen refurbishment		\$60,000			\$60,000								\$240,000			
Upgrade air conditioning		\$240,000														
Renovation for new library		\$20,000														
Total Capital Works Expenditure				\$0	\$25,000	\$82,000	\$60,000	\$0	\$10,000	\$270,000	\$202,000	\$0	\$0	\$0	\$0	\$0

Note:
 1. The above CWP are Capital Replacement items - replacement of a separately identifiable asset. Examples are re-roofing, repainting or replacement of an air-conditioning system.
 2. Major Capital Enhancement items are funded separately - work that results in an increase to the capacity of the asset or increase in design standard.
 Examples are construction of an additional wing to a building or installation of a new lift.
 * KNC is not rated - therefore Council Rates are not payable

Major Capital Enhancement
 Lift works and accessible toilet in 1/F
 \$263,000

North Sydney Council / A Lo

28/03/2019

Forsyth Park Scout Hall

Item Description	Code	Cost	Cycle	Ledger year												
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028			
Plumbing	RR1	\$1,800	1	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Electrical	RR1	\$1,600	1	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Building repairs	RBR	\$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
Fire services	RR1	\$500	1	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Exit and emergency lights	RR1	\$800	1	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800
Electricity	FC1	\$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
Other expenses - misc., keys etc	RR1	\$400	1	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Share of admin costs	FC1	\$600	1	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600
Total Recurrent Expenditure				\$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
Capital Works Program																
Facia board re-painting & repairs	PEB	\$15,000	5	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
Replace roof / ceiling		\$20,000						\$20,000								
Replace security grilles		\$10,000											\$10,000			
Internal Re-painting	PGA	\$12,000	7	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,000	\$0	\$0
Replace air conditioning		\$20,000			\$20,000											
Total Capital Works Expenditure				\$0	\$32,000	\$0	\$0	\$15,000	\$20,000	\$20,000	\$0	\$10,000	\$12,000	\$15,000	\$15,000	\$15,000

North Sydney Council / A Lo



COMMUNITY, CULTURAL AND RECREATIONAL FACILITIES POLICY

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;

Re-adopted by Council 25 June 2018

**COMMUNITY, CULTURAL AND
RECREATIONAL FACILITIES POLICY**

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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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**COMMUNITY, CULTURAL AND
RECREATIONAL FACILITIES POLICY**

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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

Re-adopted by Council 25 June 2018

**COMMUNITY, CULTURAL AND
RECREATIONAL FACILITIES POLICY**

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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

Re-adopted by Council 25 June 2018