

10.5. Community Centres - Joint Strategic Plans review 2022/2023

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ATTACHMENTS	<ol style="list-style-type: none"> 1. Community Cultural and Recreational Facilities Policy 2022 [10.5.1 - 5 pages] 2. Crows Nest Centre Joint Strategic Plan Review 2022/2023 [10.5.2 - 14 pages] 3. Crows Nest Centre Annual Report 2022/2023 [10.5.3 - 52 pages] 4. Kirribilli Neighbourhood Centre Joint Strategic Plan Review 2022/2023 [10.5.4 - 9 pages] 5. Kirribilli Neighbourhood Centre Business Plan 2023/2028 [10.5.5 - 26 pages] 6. Kirribilli Neighbourhood Centre Annual Report 2022/2023 [10.5.6 - 15 pages] 7. Neutral Bay Community Centre Joint Strategic Plan Review 2022/2023 [10.5.7 - 8 pages] 8. Neutral Bay Community Centre Annual Report 2023/2024 [10.5.8 - 12 pages] 9. North Sydney Community Centre Joint Strategic Plan Review 2022/2023 [10.5.9 - 15 pages] 10. North Sydney Community Centre Annual Report 2022/2023 [10.5.10 - 19 pages]
CSP LINK	<ol style="list-style-type: none"> 4. Our Social Vitality 4.1 North Sydney is connected, inclusive, healthy and safe

PURPOSE:

The purpose of this report is to present to Council the 2022/2023 review of Council's Joint Strategic Plans with each of the North Sydney Community Centres:

EXECUTIVE SUMMARY:

- The four community centres in the North Sydney Local Government Area operate as independent not-for-profits out of Council-owned properties. Council provides annual operational grants to each centre, as well as providing subsidies for rates, waste, and property maintenance.
- Each centre has a Joint Strategic Plan, a joint planning statement with Council based on the Centre's strategic plan, and Council's Community, Cultural, and Recreational Facilities Policy. The joint strategic plan for each community centre is reviewed annually and referred to Council.
- As part of the review, centres provide comments on broad, shared management objectives, as well as on progress and achievements in delivering their strategic

objectives. Financial data is also considered and informs Council's annual grants and subsidies allocation for the following financial year.

RECOMMENDATION:

- 1. THAT** the report be received.

Background

There are four community centres within the North Sydney LGA, operating as not-for-profits out of Council-owned properties:

- Crows Nest Centre (CNC)
- Kirribilli Neighbourhood Centre (KNC)
- Neutral Bay Community Centre (NBCC)
- North Sydney Community Centre (NSCC)

The centres vary in their legal structures, visions, missions, values, funding sources, target groups, services, and activities. Together, the Centres deliver community spaces, services, and activities for residents, workers, and students across the LGA.

Council provides an annual operational grant to each Centre, as well as providing subsidies for rates, waste, other expenses, property maintenance and repairs, and the opportunity to apply for additional, small, special purpose grants.

Each centre has a vision, identified values and purpose, and a strategy for their future. Each centre also either has, or is working towards, a business/implementation plan to deliver their strategic plans. Centre-specific strategic plans provide the foundation for the joint strategic plan with Council.

As independent, not-for-profit legal entities, the community centres provide important social infrastructure, provide space for community activities, and deliver important services which supplement and support Council's community development aspirations.

Report

The Crows Nest Centre

The Crows Nest Centre (CNC) continues with its mission to deliver services and activities to older people, people with a disability, migrants, parents, and people who are homeless or at risk, with the support of 200 dedicated volunteers.

The CNC is Council's principal agency for delivering services to older people and people with a disability, providing meals and linen services, social support and advice, and referral to various care and support services. Covid-19 remains an ongoing challenge impacting the safe provision of in-home and centre-based services to vulnerable older people.

A small number of younger people with disabilities access the Centre's services and activities, in particular the community restaurant. The Centre is wheelchair-accessible, providing direct access to levels 1 and 2, with other levels accessible by lift. The proposed redevelopment of the Holtermann Street carpark would present an opportunity to improve access to the CNC's upper floors.

Renewed interest in healthy ageing saw health and wellness classes well supported, with weekly yoga and Feldenkrais classes being well attended, with gentle exercise a feature of the

Dementia Cafe program. A donation from the Rotary Club of Crows Nest enabled the purchase of 10 iPads, which will be used to establish a lending library supported by volunteer mentors.

Planned reform of aged care services and funding arrangements will significantly impact the CNC and changes were initially expected in 2024/25. Implementation has since been postponed until at least 2027, providing some capacity for the Board to prepare for the considerable financial challenge ahead. Local development is also expected to affect the CNC's operations, capacity for venue hire, and associated income.

Despite these challenges, the operating result in 2022/23 was better than anticipated, with a deficit of \$18,788.

The Kirribilli Neighbourhood Centre

2022/23 was a year of considerable growth, increased foot traffic, and more visitors to the Kirribilli Neighbourhood Centre (KNC), with the grounds and rooms in use daily for planned activities and drop-in visitors to the playground, courtyard, and Library.

Several new members have been recruited to the KNC Board, providing a range of skills in the community sector, marketing, banking, law, and program management. The Board delivered a new Business Plan 2023-2028 which will guide the efforts of the Board and staff, and will inform the next iteration of the Joint Strategic Plan. The new business plan has a focus on health and wellbeing, and diversifying income streams to support longer-term financial sustainability.

Guided by the new plan, several new initiatives were introduced including free counselling for children with KYDS, additional yoga and pilates classes, men's mental health groups, a Ukrainian Women's group, art and writing for wellbeing, seniors socialisation, and a free legal advice service. The KNC's play area has been upgraded and refreshed with new toys and sunshades, and the library/sitting room has also been refreshed.

The Kirribilli Markets are a critical revenue stream for the KNC to fund their various services and programs. Several discussions have been held with Transport for NSW (TfNSW) regarding the planned construction of the Sydney Harbour Bridge Cycleway, which will disrupt the markets for approximately 18 months. Various plans for relocation were considered, and a final decision will involve negotiation and agreement between the KNC, TfNSW, and Council. These interactions have been assisted by Council staff and have generally been constructive. Additional market dates were approved in 2023 as one means of offsetting the impact of expected loss of income during construction.

The Neutral Bay Community Centre

Neutral Bay Community Centre (NBCC, formerly known as the Neutral Bay Senior Citizens Club) celebrated 50 years of operation in March 2023. Membership numbers have steadily grown from 302 in December 2021, to 425 in December 2022, and 562 in December 2023. While the NBCC is repositioning itself to serve a broad range of community members, the

majority of the member base is in the elderly demographic, for whom the centre provides a safe and welcoming place to connect and socialise.

The NBCC now offers 19 health and fitness classes a week and 11 weekly/monthly drop-in activities and groups. Income from classes increased by almost 50% in the 2023 calendar year, and income from membership fees nearly doubled to reach \$10,000.

There is a clear demand for fitness classes and activities outside of core hours including early morning, evenings, and weekends, and the Board has been working on plans to extend the centre's hours of operation. The 1st floor activity rooms are only accessible by stairs, which limits access for many frail and elderly members, and people with disabilities.

A refurbishment of the NBCC's main room was completed in June 2022 with a new kitchen and furniture, as well as the installation of new signage and the launch of the centre's new logo. In 2023, the NBCC's website was upgraded and now offers an improved online booking system for classes and other activities.

The Board has recently recruited several new members with a range of backgrounds, and has engaged a Social Media Manager to assist with promoting the Centre and reaching potential new members.

The North Sydney Community Centre

The North Sydney Community Centre (NSCC) celebrated its 50th Anniversary in September 2022, with the Explorers Playgroup celebrating 50 years in 2023.

After several difficult years of adjusting services to accommodate Covid-19 restrictions and lockdowns, the centre is now adapting to a "new normal". In 2022/23 there were close to 10,000 participants in adult classes, 5,348 children attending playgroup, and 400 children registered for after-school care. These figures represent a steady increase in attendance across key services, but revenue to pre-covid levels has been slow to return. The Centre has implemented a range of measures to expand programs and boost attendance.

The after-school care program is a highly regarded, inclusive program with a number of children approved for inclusion support. The cost of this additional support is not fully funded, and so must be borne by the centre. After-school care expanded its services in late 2022 to accept younger children aged five-six years, which has helped to boost numbers.

Venue hire continues to be an important source of revenue, with some long-term hirers on weekends, and rooms in high demand for children's birthday parties and other social functions.

The NSCC's website has reached end-of-life and will require significant investment for redevelopment, which will include a renewed online booking platform and enhanced branding and social media.

The centre has a strong volunteer program and welcomes school students for Duke of Edinburgh and Community Service projects. Work-placement students from Macquarie University's community engagement program and TAFE Children's Services courses have created opportunities to learn and share knowledge, develop leadership skills in staff and enabled increased engagement, and connection with the community.

Consultation requirements

Community engagement is not required.

Financial/Resource Implications

Council provides annual operational grants to each community centre, and subsidies for rates, waste building maintenance, and parking. Funding is allocated according to the Grants and Subsidies budget presented annually to Council.

Operational grants for 2023/24 and proposed figures for 2024/25 are provided below*:

Community Centres operational funding	2023/24 funding amount	2024/25 proposed funding
Crows Nest Centre	\$445,000	\$467,000
Kirribilli Neighbourhood Centre	\$72,000	\$75,000
Neutral Bay Community Centre	\$60,000	\$63,000
North Sydney Community Centre	\$72,000	\$165,000
TOTAL	\$649,000	\$770,000

**subject to a separate, more detailed, report.*



COMMUNITY, CULTURAL AND RECREATIONAL FACILITIES POLICY

D4-06

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Policy Owner: Director Community, Planning & Environment

Category: Operational

Direction: 4. Our Social Vitality

1. STATEMENT OF INTENT

1.1 Community Centres in North Sydney local government area (LGA) 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 The objectives of this Policy are to:

- a) provide a network of community spaces/programs throughout the North Sydney LGA, 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 connection;
- e) provide 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-

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- government community services sector, to enrich the range and depth of services available to the North Sydney community;
- k) facilitate grant applications, relevant to centre programs;
 - l) maintain the centre buildings and grounds to agreed standards;
 - m) upgrade and enhance community centres where appropriate, based on consultation with the centres' users and providers;
 - n) promote the centres as a council/community good;
 - o) monitor, and assist where appropriate, the centres' financial and management performance through a range of strategies;
 - p) facilitate and initiate new uses/services;
 - q) ensure that services provided through the centres are accessible to all members of the public of the North Sydney LGA; and
 - r) ensure that sub-leasing or room hire of centres is prioritised 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 program (including developer contributions through Section 7.11. levies);
 - b) maintenance of the centres funded through the Engineering and Property Services Division's operating budget annual allocation;
 - c) subsidised property rents (rent payable by centres is nominal);
 - d) supporting 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;
 - e) co-ordinating and funding cleaning of multi-use centres;
 - f) supporting community development activities funded through the Community and Library Services Division's annual operating budget

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- annual allocation;
 - g) discretionary funding for specific activities and services through the Grants and Subsidies Program (refer to Council's *Community Grants and Subsidies Policy*).
 - 4.2 Sole-use centres meet their own cleaning costs.
 - 4.3 Centres wholly managed by Boards independent of Council can offer room hire and are entitled to retain the income.
 - 4.4 In many cases the programs within centres/facilities are designed to attract 'other levels of government' funding to the North Sydney LGA 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.
 - 4.5 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.
 - 4.6 Council provides 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 budget process.
 - 4.7 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.

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- 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, Planning & Environment Division is responsible for:
- a) management of Stanton Library, Don Bank and Sextons Cottage Museums, Greenwood Child Care Centre, the Vacation Care Program and Planet X Youth;
 - 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 Strategic Plans with centres eligible for grants towards operating expenses; and
 - h) policy on maintenance and upgrading of centres.
- 5.4 Council's Director Community, Planning & Environment 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 from each of the centres.
- 5.5 Council's Open Space & Infrastructure 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, Planning & Environment Division and implementations of approved projects;
 - d) developing 10-year Asset Management Plans for each of the centres on community land; and
 - e) management of North Sydney Olympic Pool and the North Sydney Oval complex.
- 5.6 Council's Customer Service & Records Department is responsible for booking the and hiring of Council managed centres.

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6. RELATED POLICIES/DOCUMENTS/LEGISLATION

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

- Asset Management Plans (various)
- Community Grants and Subsidies Policy
- Fees and Charges Schedule
- Join Strategic Plans (various)
- Register of Council Owned/Leased Properties

The Policy should be read in conjunction with the following documents/legislation:

- Local Government Act 1993

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
5	10 October 2022	Council	324	2024/25

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Crows Nest Centre - Review of the Joint Strategic Plan 2020 – 2025 Date: July 2023

MANAGEMENT OBJECTIVES	COMPLIES Y/N OR ONGOING	
<ul style="list-style-type: none"> To maintain the centre for community-use in accordance with the overall objectives of the <i>Delivery Program 2022-26</i> and associated documents. 	<p>Crows Nest Centre addresses Direction 4: Our Social Vitality by delivering services and activities to older people, people with a disability, migrants, parents and people who are homeless or at risk, assisted by 200 volunteers.</p> <p>We envision: A connected community and aim to enhance the quality of life of individuals; reduce social isolation; and sustain community wellbeing.</p> <p>We actively contribute to community consultations and the implementation of Council's plans and strategies.</p>	Y
<ul style="list-style-type: none"> To manage the centre in accordance with Crows Nest Centre's <i>Strategic Directions 2020-25</i> 	<p><i>Our Strategic Directions 2020-25</i> introduces the Crows Nest Centre, outlines the Centre's operating model and principles, canvasses the external operating environment, reflects on the organisation's strengths and assets, and presents a range of strategic initiatives.</p> <p>Development of this document coincided with the onset of COVID-19 in 2020. Ever since the emergence of the pandemic the Crows Nest Centre's Board and management have prioritised the most vulnerable and socially isolated members of our community. This was especially evident in 2022-23 when the community opened up and life began to "return to normal", while our older clients remained at risk.</p> <p>In 2022-23 with escalating rates of COVID infections, often the Centre's staff and volunteers were thin on the ground. Every effort was made to sustain COVIDSafe services and activities. However, diminished human resources affected the Centre's capacity to progress some initiatives.</p>	Y

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<ul style="list-style-type: none"> To manage the centre in accordance with the aims and objectives of Council's Community, Cultural and Recreation Facilities Policy. 	<p>Celebrating 50 years as a not-for-profit charity in 2023, Crows Nest Centre is part of North Sydney's social fabric.</p> <p>Enduring cash and in-kind support from North Sydney Council, together with aged care funding from the Australian Government facilitates the provision of high quality, affordable and accessible in-home and Centre based services and activities for older people, people with a disability, migrants, parents and people who are homeless or at risk.</p> <p>Council's contribution is publicly acknowledged, alongside the efforts of 200 residents who freely volunteer their time to support their local community. Venue hire is a valued community resource, contributing to the Centre's income.</p>	Y
<ul style="list-style-type: none"> To provide and maintain a high-quality community centre which meets the needs of the local and wider community 	<p>A few examples of unsolicited comments received in cards, letters and emails in 2022-23 include:</p> <ul style="list-style-type: none"> <i>Your meals on wheels delivery people are sheer delight, friendly and chatty, which is lovely when I'm on my own.</i> <i>Thank you very much for all your help throughout the year. Your linen service is invaluable.</i> <i>I absolutely thoroughly enjoyed participating in the dementia café this morning. You initiate such a diverse program with wonderful encouragement and inclusiveness for all involved.</i> <i>I am writing to thank you for your valuable mentoring. It's hard to express how important your advice and knowledge has been to my job searching.</i> <i>Thank you for helping me learn and playing with me every time after homework help.</i> <i>I really enjoy my time volunteering at the Centre. Everyone is helpful, polite, and pleasant to deal with, and I always feel welcome when I visit.</i> 	Y

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<ul style="list-style-type: none"> • To cater for people with disabilities within the physical constraints of the centre 	<p>Older people have always been at the heart of the Crows Nest Centre's in-home services and centre-based activities. We enable older people to remain independent at home despite health, mobility, sensory and cognitive challenges.</p> <p>A small number of younger people with a disability, often ineligible for the NDIS, access the Centre's services and activities, in particular our community restaurant.</p> <p>Crows Nest Centre is wheelchair accessible with direct access to Levels 1 and 2. Levels 3 and 4 can be reached via a small internal lift. If Holtermann Park proceeds this presents an excellent opportunity to improve access to the Centre's upper floors.</p> <p>We've installed high quality audio systems in the Johnson Hall and Pat Brunton Room, and portable audio elsewhere.</p>	Y
<ul style="list-style-type: none"> • To provide for public safety 	<p>We strive to make the Crows Nest Centre a social and welcoming space, especially for people who are marginalised due to ageing, disability, mental health, drug or alcohol use, cultural or linguistic diversity.</p> <p>We offer a community shower, hot meal and housing referrals to people who are homeless or at risk.</p>	Y
<ul style="list-style-type: none"> • To ensure the joint strategic plan is flexible and able to evolve with changing community attitudes 	<p><i>Our Strategic Directions 2020-25</i> is reviewed annually with particular attention given to our external environment.</p> <p>COVID-19 remains an ongoing challenge, especially impacting the safe provision of in-home and Centre based services and activities to vulnerable older people.</p> <p>Arising from the Aged Care Royal Commission significant reform of home care services is planned. Impacts on the Crows Nest Centre were initially expected in 2024/25.</p>	Y

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	<p>However, the Australian Government has recently postponed changes until at least 2027.</p> <p>Local development on our doorstep (82-90 Alexander St, former KidsNest Occasional Childcare tenancy and Holtermann Park), alongside NSW Government approval for additional housing proximate to the Crows Nest Metro, is expected to affect the Centre's operations, capacity for venue hire and associated income.</p>	
<ul style="list-style-type: none"> • To be prepared to look beyond the centre's immediate locality, through maximising existing resources, to enable delivery of outreach services where appropriate and needed 	<p>The Crows Nest Centre primarily services people living in the North Sydney Local Government Area, with the linen service also offered in Mosman.</p> <p>We work cooperatively with other agencies, operating within the Lower North Shore, to ensure we meet the needs of people in our own and surrounding areas. We participate in a variety of networks and forums recognising the needs of older people, people with a disability, migrants, parents and people who are homeless or at risk.</p>	Y

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Crows Nest Centre's *Strategic Direction's 2020-25* is focussed on six strategic initiatives.

INITIATIVE: BUILD ON EXISTING, AND DEVELOP NEW, STRATEGIC ALLIANCES			
TARGET AREA	SPECIFIC GOALS	ACHIEVED – Y/N/ONGOING/COMMENT	
Older people	In concert with the World Health Organisation's Decade of Healthy Ageing 2020-2030 expand CNC's range and scope of healthy ageing activities.	Renewed interest in healthy ageing, after COVID lockdowns, saw healthy ageing classes well supported. Three classes of yoga each week, were attended by 66 people, filling 1085 places. Twenty-two people attended weekly Feldenkrais, occupying 304 places. Gentle exercise became a feature of the dementia café.	Y
	Establish a dementia café for people living with dementia, their families and carers, in partnership with local Rotary Clubs.	After much stopping and starting due to COVID-19, Your Rotary D-Caf, conducted in partnership with local Rotary clubs (Crows Nest, North Sydney, North Sydney Sunrise and Northbridge), became an established activity. Each Rotary Club contributed volunteers and a small cash donation to support the café. A retired physiotherapist and former Rotarian, led gentle exercises set to nostalgic music.	Y
	Establish an iPad lending library, supported by volunteer mentors, in partnership with the Rotary Club of Crows Nest.	A donation from the Rotary Club of Crows Nest enabled the purchase of 10 iPads. A lending library, supported by volunteer mentors will be established in the coming year.	Ongoing
Older people / migrants	Build on established relationships with AASHA and the Chinese Christian Church Milsons Point to continue, and where appropriate, expand support to older Indian and Chinese people.	AASHA Australia Foundation and the Crows Nest Centre have worked together for five years to offer monthly Bollywood Music at the Crows Nest Centre. Special celebrations were held for Indian Independence Day, Diwali and Harmony Day. Chinese Seniors met at the Chinese Christian Church in Milsons Point. Special celebrations included the Moon Festival, Christmas, Chinese New Year, Anzac Day and Easter.	Y
Migrants / parents	Explore partnership opportunities for offering additional support to Japanese and Spanish speaking mothers.	An enthusiastic volunteer was recruited to support the Spanish speaking mothers. An enjoyable Christmas event was held at the Crows Nest Centre.	Y

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Parents	Build on the Crows Nest Safe Village partnership (Crows Nest Centre, Lower North Shore Child and Family Interagency, Lower North Shore Domestic Violence Network, Northside Baptist, North Sydney Council and Relationships Australia) by participating in initiatives that promote healthy relationships.	A Crows Nest Safe Village presentation was created, with the aim of informing local businesses about what actions they could take in response to family and domestic violence. Crows Nest Centre advised on the inclusion of elder abuse.	Y
Homeless or at risk	Strengthen relationships with local housing and homelessness networks to further enhance CNC's contribution to local management of this growing concern in our community.	Crows Nest Centre has strengthened working relationships with St George Community Housing and Crows Nest Vinnies. People who were homeless or at risk of homelessness were encouraged to contact these organisations, as well as Link 2 Home.	Y
	Contribute to North Sydney Council's Housing and Homelessness Strategy and reconfirm CNC's role as a partner in the Homeless Assistance Memorandum of Understanding.	In-line with Council's Homeless Assistance Memorandum of Understanding the Crows Nest Centre offered showers and a hot meal to people who were homeless or at risk. Crows Nest Centre's Executive Officer maintained regular contact with Council's Access and Inclusion Coordinator, frequently discussing the most appropriate housing and support referral paths for people who were homeless or at risk.	Y
Identify and respond to other emerging community needs	When COVID-19 physical distancing restrictions ease explore the possibility of introducing quarterly breakfast gatherings with topical speakers in conjunction with Crows Nest Mainstreet, North Sydney Council and local service clubs.	Our Centre supported return of the Crows Nest Festival in October 2022 and hosted a stall. Access to Centre facilities for future festivals are the subject of ongoing discussions. As small businesses recover from the aftermath of COVID restrictions, quarterly breakfast gatherings with topical speakers will be explored with Crows Nest Mainstreet in 2024/25.	Ongoing
Governance and management	Collaborate with other community centres in North Sydney to conduct a project that invites local residents to contribute their ideas about the value of community and the contribution community centres make to enhancing their quality of life.	Crows Nest Centre participated in Council's external review of community centres in 2022/23. A collaborative project on the value of community centres has not been undertaken at this time.	N

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INITIATIVE: PREPARE AND POSITION FOR AGEING AND DISABILITY REFORM			
TARGET AREA	SPECIFIC GOALS	ACHIEVED – Y/N/ONGOING/COMMENT	
Older people	Senior management to actively monitor changes arising from the Aged Care Royal Commission and assess implications and opportunities for the Centre and recommend actions for implementation.	Some Board members and senior staff participated in a range of webinars organised by Australian Department of Health and Aged Care, Aged Care Quality and Safety Commission, peak bodies (e.g. Aged and Community Care Providers Association, Meals on Wheels NSW), regional development workers and consultants regarding aged care reform. A bounty of consultation papers about program, regulatory and legislative changes were reviewed, summarised and discussed by the Centre's Services Committee and Board. Organisational impact of the proposed changes will be subject to further Board deliberations in 2024/25.	Ongoing
	Conduct a feasibility study into the requirements of CNC becoming a Home Care Package provider and if appropriate initiate the application process.	A new Support at Home Programme (SAHP) will supersede Home Care Packages from 2024/25.	N
People with disability	Monitor the outcomes of the Disability Royal Commission and assess implications for the Centre.	A watching brief on outcomes of the Disability Royal Commission is maintained as there are parallels between aged care and disability reform, and proposed changes to the National Disability Insurance Scheme (NDIS).	Y
Governance and management	Develop market intelligence about other not-for-profit, church, charitable and private agencies servicing our key target groups to identify emerging opportunities, risks and potential cooperative arrangements.	The Centre's Executive Officer regularly meets with senior staff of other local and regional organisations. A series of options for the future have been identified, including potential collaborative arrangements with other not-for-profit aged care providers. These will be subject to further Board deliberations in 2024/25.	Ongoing

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INITIATIVE: SERVICE DEVELOPMENT, QUALITY REVIEW AND EVALUATION			
TARGET AREA	SPECIFIC GOALS	ACHIEVED – Y/N/ONGOING/COMMENT	
Older people	Expand CNC's range of social activities including creative ageing options.	<p>Following COVID lockdowns the Centre added physically distanced social activities to our repertoire including: bingo and trivia, what's in the news discussion group, fun 'n games day, armchair travel and thank you for the music.</p> <p>In 2022-23 members of the knit and natter group donated handcrafted beanies and scarves to the Northern Cancer Centre, and squares and blankets to Wrapped with Love.</p>	Y
	Continue to review and update CNC's client focused policies and procedures to ensure best practice and compliance with aged care regulatory requirements.	Client focused aged care policies were reviewed and updated to ensure compliance with aged care quality standards and meet additional requirements such as introduction of the Serious Incident Response Scheme (SIRS).	Y
	Develop and implement a community engagement strategy that actively involves older people in the planning, delivery and evaluation of our aged care services and activities, and also ensures compliance with aged care regulatory requirements.	<p>Changes to aged care quality standards require approved providers to have a consumer advisory body that directly reports to the governing body. To date this requirement has not been applied to the Commonwealth Home Support Program (CHSP), our current source of aged care funding.</p> <p>The Centre's Executive Officer maintains a watching brief on further changes to associated regulatory requirements.</p>	Ongoing

Appendix 1

	Review the Aged Care Diversity Framework (Aboriginal and Torres Strait Islanders; culturally and linguistically diverse communities; socioeconomic disadvantage; sexual orientation and gender identity; health and well-being including mental health, cognitive impairment and dementia; disability; parents separated from children by forced adoption; care leavers formerly in the care of the State; veterans; and people who are homeless or at risk) and develop an inclusive Action Plan that recognises and responds to the special needs of people in the identified groups, and also ensures compliance with aged care regulatory requirements.	A preliminary review of the Aged Care Diversity Framework has taken place. As a result, a series of accessible online resource folders have been created for staff. As opportunities presented individual staff were encouraged to participate in skill development training that could enhance their work with diverse clientele (e.g. culturally and linguistically diverse communities, sexual orientation and gender identity, mental health, cognitive impairment and dementia).	Ongoing
	Review and enhance client assessment, care planning and reassessment processes to better reflect older people's personal choices about where and how they live, acknowledges strengths developed over a lifetime, promotes options for health and wellbeing, and seeks feedback about their experience of accessing CNC's services and activities.	All aged care clients receive an initial service delivery assessment, linked to My Aged Care. If older people approach the centre directly they are given assistance to access My Aged Care, if needed. A concerted effort has been made to conduct annual aged care reassessments for all Commonwealth Home Support Programme clients. An internal review of aged care assessment policies and procedures is to be conducted in 2023/24.	Ongoing
	Prepare for and participate in triennial aged care quality review.	An onsite audit is expected to take place in 2023/24 or 2024/25.	Ongoing
People with disability	Continue to welcome and include people with a disability in CNC's Centre based activities.	People with a disability are welcomed at indoor bowling, knit 'n natter, bingo and trivia, fun 'n games day, special events and the Centre's weekday community restaurant.	Y
Migrants	Continue to improve client registration processes, service provision data collection and analysis.	Client registration processes for English conversation, homework help, Japanese and Spanish speaking mothers have all been improved.	Y
Homeless or at risk	Enhance client referral pathways to housing and homelessness agencies to facilitate sustainable housing.	Crows Nest Centre has strengthened working relationships with St George Community Housing and Crows Nest Vinnies. People who are homeless or at risk of homelessness were encouraged to contact these organisations, along with Link 2 Home.	Y

Appendix 1

Identify and respond to other emerging community needs	Establish criteria to assess any additional target groups against CNC's objects (Constitution), charitable purpose (ACNC subtypes), vision, mission, values and available funding.	This project has not been undertaken at this time.	N
	Consult with community representatives and service delivery partners to identify what CNC's role can be in addressing the needs of the local working age population.	This project has not been undertaken at this time.	N
	Investigate the needs of the local LGBTIQ community to identify what contribution CNC can make to reducing isolation and enhancing the quality of life for members of the community in need of support.	This project has not been undertaken at this time.	N
Governance and management	Continue to review and update CNC's organisational governance policies and procedures to ensure compliance with aged care and other regulatory requirements.	Financial management, risk management and regulatory policies and associated registers have been reviewed and updated annually. The many risks associated with COVID-19 have received significant attention.	Y

Appendix 1

INITIATIVE: UPLIFT BRAND AND MARKETING			
TARGET AREA	SPECIFIC GOALS	ACHIEVED – Y/N/ONGOING/COMMENT	
Older people	Actively promote CNC's website and social media to older people, family members and carers, other aged care providers and associated networks.	<p>Crows Nest Centre launched a new website in 2020 and a new Facebook page followed. Concerted efforts have been made to join local Facebook groups to reach a broader audience.</p> <p>Posters promoting the website and Facebook page are prominently displayed throughout the Centre. Details have been promoted to volunteers and clients via newsletters and correspondence.</p>	Y
Migrants	Enhance the translation Hub on CNC's website.	A translation Hub has been added to the Centre's website and specific links given for relevant target groups (e.g. <i>Charter of Aged Care Rights</i> , under My Aged Care).	Y
Parents	Review parenting seminar promotional materials to focus interest on CNC's website and online bookings.	<p>Parenting seminars have taken a back seat while the Centre has rebuilt its venue hire business, following COVID-19 lockdowns.</p> <p>Resumption of parenting seminars is planned for 2024/25.</p>	N
Governance and management	Develop and implement a Venue Hire Marketing Strategy to advance utilisation of facilities and increase revenue to use in maintaining and expanding service delivery.	<p>Following on from COVID lockdowns and the easing of restrictions on public gatherings the Centre worked on the assumption that it was easier to encourage satisfied former venue hirers to return than attract new hirers. As a result, considerable effort was expended renewing connections with people who hired rooms prior to the onset of COVID-19. In the main this strategy has worked well.</p> <p>Concurrently, the Centre's upgraded website with its online enquiry form, has proved a drawcard for attracting new business due to its easily accessible details about specific rooms, rates, equipment, catering, accommodation, transport and parking, public liability requirements, terms and conditions.</p>	Ongoing

Appendix 1

INITIATIVE: DIVERSIFY FUNDING SOURCES			
TARGET AREA	SPECIFIC GOALS	ACHIEVED – Y/N/ONGOING/COMMENT	
Older people	Identify and seek access to potential funding sources to support CNC's Healthy Ageing activities.	Online bookings were introduced for Healthy Ageing classes following COVID lockdowns, as a means of better managing participant numbers. Mindful that most participants are pensioners, our fees have been kept as low as possible however, there is increasing pressure to raise instructor rates. No additional sources of funding have been identified.	N
Migrants	Investigate and pursue additional funding options to sustain existing migrant services.	A small grant was obtained from Council to support Reach Your Potential: Employability Workshops for Skilled Migrants.	Y
	Investigate and pursue additional funding options to expand CNC's role with Japanese and Spanish speaking mothers.	No additional sources of funding have been identified.	N
Identify and respond to other emerging community needs	Analyse projected population growth in Crows Nest St Leonards together with emerging trends in ABS Census 2021 and identify potential funding opportunities for CNC to address emerging community needs.	This project has not been undertaken at this time.	N
Governance and management	Offer a wider range of payment options (e.g. online payment of invoices through website, BPay) to people accessing services, activities and venue hire.	Inclusion of BPay as an extra payment option, particularly requested by older people, was investigated but not pursued because of the cost impost to the Centre.	N
	Finalise and implement the CNC Fundraising Strategy.	A Fundraising Strategy was developed pre-COVID. This proved overly ambitious in its intent and resourcing requirements. The Centre's upgraded website includes an online portal for donations that has proved effective for our festive hamper appeals. The website also includes details about gifts in wills. A revised approach is to create building blocks for the future by conducting an end of financial year appeal and producing a gifts in will brochure for circulation to current clients and volunteers.	Ongoing

Appendix 1

INITIATIVE: RECOGNISE AND SUPPORT VOLUNTEERS AND STAFF			
TARGET AREA	SPECIFIC GOALS	ACHIEVED – Y/N/ONGOING/COMMENT	
Older people	Provide training and development opportunities for staff to support the Centre's work with older people and also ensure compliance with aged care regulatory requirements.	Staff have participated in a wide variety of formal and informal training, much of it online, since the advent of COVID-19.	Y
	Update aged care volunteer recruitment and training resources to supports the Centre's work with older people and ensure compliance with aged care regulatory requirements.	Ensuring sufficient volunteers are available to deliver services and activities, especially to older people has been a high priority since the advent of COVID-19. Minor changes were made to aged care volunteer recruitment and training. This will be a priority in 2023/24 and 24/25.	Ongoing
Migrants	Update migrant service volunteer recruitment and training resources to support the Centre's work with migrants.	Minor changes were made to migrant volunteer recruitment and training. This will be reviewed in 2024/25.	Ongoing
Homeless or at risk	Enhance staff capacity to effectively respond to people who are homeless or at risk, presenting with mental health, drug or alcohol issues or interaction with the criminal justice system.	In anticipation of the arrival of the Crows Nest Metro and working with Crows Nest Vinnies, opportunities for skill development in working with people who are homeless or at will be investigated in 2024/25.	Ongoing
Governance and management	Conduct volunteer appreciation events that include updates about our strategic directions and regulatory requirements.	Our December 2022 volunteer appreciation event included an update on the Centre's strategic directions and extension of the Serious Incident Response Scheme (SIRS) to community aged care services, including mandatory reporting requirements.	Y
	Recognise outstanding volunteer achievement through Award nominations.	In March 2023, Council's Mayor Zoë, presented a Community Builder Award to Janice Hui, founder of Reach Your Potential: Employability Workshops for Skilled Migrants, and her co-convenor, Linda Bisnette.	Y
	Recognise and reward high quality staff achievements.	In December 2021, Food Services Manager, Amy Budden received a Rotary Pride of Workmanship Award from the Rotary Club of Crows Nest and Executive Officer, Denise Ward was presented with a North Sydney Community Award by the former Member for North Sydney.	Y

Appendix 1

NOTES ON FINANCES

Grants	NSC	Other		
	\$418,750	\$655,245		
Turnover	Year	Income	Expenditure	
	2022/23	\$1,620,340	\$1,639,127	
Sustainability	Year	Result	Reserves (Equity)	Funded liabilities
	2015/16	\$5,947 surplus	\$374,969	\$358,577
	2016/17	(\$7,929) deficit	\$367,040	\$408,788
	2017/18	(\$8,440) deficit	\$358,600	\$421,892
	2018/19	\$8,488 surplus	\$367,088	\$409,017
	2019/20	\$235,095 surplus	\$658,107	\$451,378
	2020/21	\$454,066 surplus	\$1,112,172	\$362,705
	2021/22	(\$74,568) deficit	\$1,037,604	\$415,416
	2022/23	(\$18,788) deficit	\$1,018,815	\$481,310



**Crows Nest
Centre**
Connecting Our Community

Annual Report 2022 - 2023

North Sydney Community Service Ltd

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Our vision

A connected community.

Mission

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

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

Values

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

- Caring
- Inclusive
- Effective
- Ethical



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Funding Partners



Australian Government
Department of Health

Rotary



Report from the Chair

Adversity is a common thread throughout the world as this report is written.

Warfare and destruction abroad and division, disinformation and conflict abundant in more familiar territory.



A year of high inflation has placed more stress on all of us as financial resources remain constrained while the price of goods and

services continue to rise. COVID-19 has far from abated, continuing to put staff, volunteers and clients at risk.

These factors impact all of us, including government, which contributes the majority of our income.

These are times when 'a connected community' is most needed and Crows Nest Centre has fulfilled that need, supporting our clients through another difficult year.

Planned construction in neighbouring buildings will bring noise, dust and obstruct access to our Centre. That poses a threat to efficiently delivering our services and to venue hire revenue, which contributes up to one fifth of the Centre's annual income.

The Centre must account for the quality of what it provides and how efficiently it allocates its resources. With the equivalent of just 12 full time staff and a \$1.5 million annual budget,

we are a small part of an expanding aged care industry. For the Crows Nest Centre and other small providers of community services, we have much the same levels of detailed government accountability as organisations operating with hundreds of times our resources.

These obligations continue to be met through an ever-increasing workload for our talented management, a trend that is unsustainable without redirecting limited staff resources to data gathering, refreshing policies and report preparation. This cannot be ignored and may require major change in the way the Centre operates, is managed, and governed in the future.

Crows Nest Centre owes its existence and its continuing success to the over five decades of partnership with and practical support received from North Sydney Council. Working in tandem, Council and the Centre have shared plans and have





1970s, when funding for local community services was made available by the Commonwealth. In North Sydney, 'by the people for the people' was the decentralised approach taken to actively leverage community capacity.

The Centre's Board welcomes the return of North Sydney Councillors. Nomination of Councillors Shannon Welch and Georgia Lamb reflects the effective relationship between Council and the Centre. They bring valuable ideas and concepts to our discussions and decision making.

supported the evolution of policies and practices relevant to an ever-changing local community.

The Centre develops its strategies and annual plans in concert with the relevant policies and priorities of the Council. In turn, the Council provides financial and physical resources to the Centre to facilitate the achievement of those priorities in the local community.

This sets the Centre apart from the direct provision arrangements many local governments undertook in the early

After a decade on the Board with the last four years as Chair, I retire sharing the affection and commitment the Centre has attracted from clients, volunteers and staff.

While elaborate metrics and assessments are now routinely applied to judge the effectiveness of the Centre's work, the underlying goodwill and enthusiasm one sees among the clients and volunteers speaks volumes as to the Centre's positive impact on people's lives.

It is a good place bringing social connection and care to many people. It provides services that are not particularly complex, but otherwise not readily available to many in our community.

The Centre regularly provides clients with something to look forward to, be it a visit to their home by a caring volunteer or staff member bringing meals or fresh linen, a meal in the company of others where they can chat, joyful tests of general knowledge, activities that encourage but not overstress physical capacity, or a jubilant Christmas party where they will receive a hamper contributed by the wider community.

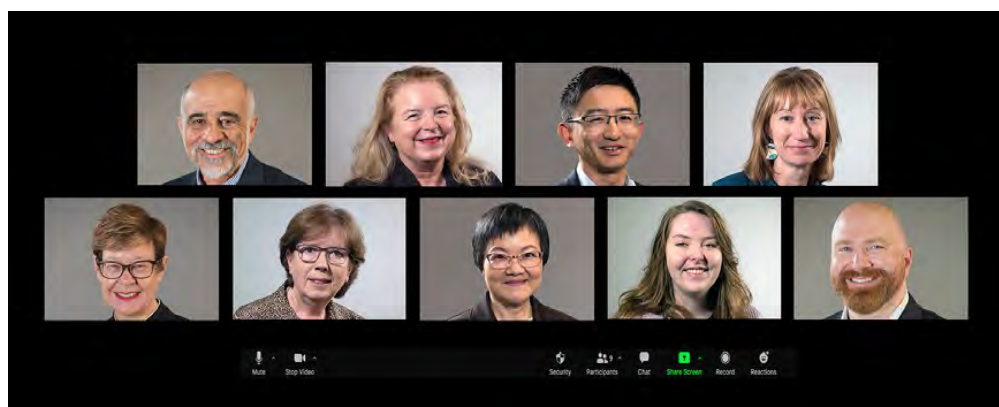
In our society where loneliness is so common among old and young people and recognised for its serious negative impact on mental and physical health, the Centre's focus is vital.

On behalf of the Board, I thank the hard working and committed volunteers and staff for their impressive work and assure you that the Board fully supports your efforts and will continue to have our clients and your best interests at the centre of their focus.

It has been an honour to work closely with Denise Ward, our skilful and imaginative Executive Officer, who leads the Centre to its many successes.

Finally, I thank my colleagues on the Board. We have a great mix of long-standing and new Directors, who bring a wide range of experience and leadership together with unwavering commitment to the work of the Centre and to maintaining its success into the future.

Christopher Scarf
Chair, North Sydney Community Service



Report from the Executive Officer

Three years on, COVID continues to impact the lives of the Centre's clients, staff and volunteers.



Returning to 'normal' has not been simple. For many, lifting of restrictions meant COVID was a thing of the past.

After several cautious years, frustratingly, opening up saw more of our clients, staff and volunteers contracting COVID.

This affected our capacity to deliver meals, make beds, take people shopping, visit people at home and conduct our Centre-based activities.

I have nothing but praise for the staff and volunteers who offered an extra hand with tasks, above and beyond their usual responsibilities, delivered with a smile, just because it was needed.

Every effort was made to protect vulnerable older people, some of whom chose to limit

their exposure to the outside world, by restricting how often they left home.

Protective measures were actively promoted, with vaccination regarded as a first line of defence, alongside mask wearing, sanitising of surfaces and hand hygiene.

As greater COVID awareness pointed to airborne transmission, staff monitored to make sure fresh air entered our premises, via the air conditioning system.

Clients, staff and volunteers alike were asked to stay away if unwell and either seek a PCR test or self-administer a Rapid Antigen Test (RAT). While RATs were easier to obtain in 2022-23, these remained expensive, especially when ordered en masse.

Recognising the value of COVID safety measures, we were delighted to see Centre regulars returning to much loved activities and were overjoyed to welcome newcomers.

The prospect of local development remains on the horizon, with the Land and Environment Court approving development of 82-90 Alexander Street, North Sydney Council allocating funds for detailed design of Holtermann Park and early discussion about



redeveloping the former KidsNest Occasional Childcare Centre, on the edge of our building.

Throughout 2022-23, North Sydney Council offered strategic and practical support to the Centre.

I'd like to acknowledge Council's former Director Community and Library Services, Rebecca Aukim, who was always supportive and strove to understand the complex issues facing our Centre. At year end, local community centre CEOs gathered to express our appreciation and bid Rebecca a fond farewell.

The council provided a vital cash donation, and also contributed to Christmas hampers, Migrant Employability Workshops and special events such as the NSW Seniors Festival.



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

Your Rotary D-Caf, a dementia café for people with dementia, their carers and family members, conducted in partnership with local Rotary clubs (Crows Nest, North Sydney, North Sydney Sunrise and Northbridge),





conceived at the start of COVID, finally became an established activity.

Christmas came twice, with fun events held in cold July and warm December, carols a plenty, a jubilant return by Cammeray Public School's Jazz Band, festive hampers and a visit from Santa.

Far and away the stand-out event of the year was Elvis in Hawaii, held as part of the NSW Seniors Festival. It was lovely to host such a joyous event.

Staffing was stable throughout the year. At the conclusion of parental leave, Receptionist Suchitra Kuppili resigned. Jessica Batchelor who had been relieving in the role, chose to stay on. Natalie Boleda joined Community Support for a few months, at the end of her student placement.

I extend my heartfelt thanks to the Centre's dedicated volunteers and committed staff, without your contribution we couldn't do even half of what we do.

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

Denise Ward
Executive Officer

Activities

After several years of COVID restrictions, it's been great to see the Centre buzzing again with activity.

People have returned to much loved activities, given new things a whirl and rekindled friendships.

In 2022-23, the Crows Nest Centre offered 10,680 hours of social support for older people.

We focus on social connections, healthy ageing and fostering independence.

Ever mindful of the continuing vulnerability of older people attending our Centre, staff and volunteers endeavour to offer a COVID safe environment.

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



include armchair travel, singing for joy, brain games and guest speakers.

Themed bingo and festive attire accompanied a Xmas in July concert with Kamahl, livestreamed by the Older Persons Advocacy Network.





Bus outings to places of interest included lunch at Eden Gardens Restaurant, a tour of Pittwater aboard the Palm Beach Ferry, a peek at Sydney Modern at the Art Gallery of NSW, a local tour of the Coal Loader Centre for Sustainability and further afield morning tea at the Campbelltown Craft Society.

The Rotary Club of North Sydney Sunrise generously donated funds for monthly movies at the art deco Cremorne Hayden Orpheum.

Social activities (knit 'n natter, indoor bowls, bingo and trivia) attracted a loyal group of regulars.

Weekly Fun 'n Games Days proved popular, with increasing numbers of people enjoying canasta, mah-jong, scrabble, rummikub, chess and table tennis.

What's in the News challenged perceptions and fostered tolerance, topics ranging from informative (Australia's 2021 Census) to controversial (Western Harbour Tunnel and extension of the Warringah Freeway, and The Coronation: Should Australia Become a Republic?).

Ageing Well sessions were informative and entertaining. Topics included The Orpheums - A Tale of Two Cinemas, Brain Health, Sydney Metro, Recognising Stroke and Stroke Prevention.

Healthy ageing classes were well supported, with three classes of yoga each week, attended by 66 people, filling 1085 places. Twenty-two people attended weekly Feldenkrais, occupying 304 places.

Melbourne Cup returned and Christmas came twice. In July Johanna Weinberg regaled us with carols and in December, her choir performed joyous African songs, both followed by festive lunches.

Valerie Willemsen
Community Support Manager

Chinese Seniors

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

The group meets at the Chinese Christian Church in Milson's Point twice a month, with up to 20 older participants.

For the first time since the onset of COVID, Chinese Seniors met regularly for the entire year. Sadly, some long standing members were too frail to return, with some relocating to be closer to family.

Christmas saw a COVID cautious but nonetheless joyous celebration, complete with all the trimmings.

Year of the Rabbit dawned with a lively musical performance on traditional Chinese instruments, including the guzheng (Chinese zither) and erhu (Chinese violin), by a talented band of musicians.

★★★★★★★★★★

***Thank you for your kind
support, care and help with
our senior citizens group.***

★★★★★★★★★★

Everyone enjoyed the resumption of usual celebrations such as Father's Day, Moon Festival, Easter, Anzac Day, Mother's Day and the Dragon Boat Festival.

Members also enjoyed participating in a range of healthy ageing activities such as gentle exercise, birthday celebrations, craft,



and dumpling and mooncake making. As always, morning tea snacks and a specially prepared hot lunch proved popular.

Excursions included an orchard for fruit picking and picturesque Fitzroy Falls.

Eighteen dedicated volunteers contribute time, energy and enthusiasm to activities and meal preparation. The volunteers' outstanding effort, over many years, is the key to the group's success.

We were delighted these committed volunteers could join us for a festive afternoon tea in December and a Mexican Fiesta celebrating their efforts, during National Volunteer Week.

Special thanks to Church Administrator, Frankie Ng and Pastor Caroline Dong, who assist the volunteers and help coordinate activities, with Crows Nest Centre staff visiting regularly to offer extra support.

Chinese Seniors look forward to meeting up with old and new friends in the coming year.

Valerie Willemsen
Community Support Manager

Community Engagement

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

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



Many people became isolated from friends, family and their local community during the COVID waves and lockdowns. This was especially hard on those who live alone. In response, we have actively encouraged community participation and social inclusion.

Local support

A revitalised Crows Nest Festival took place on a glorious Spring day. The Centre hosted a lively stall with information on services, activities and volunteering, alongside face painting and craft.

At Christmas, Cammeray Public School's Year 6 Jazz Band performed a selection of Christmas carols.

The Rotary Club of Crows Nest's Tree of Joy collected gifts. Meals on Wheels volunteer,

Arthur Richardson, arose to the occasion as Santa, delivering gifts to clients.

Bedford Chartered Accountants, Cammeray Public School, Crows Nest Uniting, Stanton Library and Crows Nest Centre volunteers, along with generous locals, donated items to our festive hampers.

To the delight of our clients, each donation was accompanied by a uniquely designed Christmas card. The cards were lovingly handmade by pupils from Marist Catholic College St Mary's Campus, North Sydney Demonstration School, Northbridge Public School and Northside Baptist's Sunday School, as well as children visiting the Coal Loader for Sustainability.

For the first time in three years, Carols in Ernest Place were staged, with a capacity crowd pelting out well known carols.

Local schools created much loved cards for our clients at Easter, while Loreto Kirribilli Junior School students offered up a bounty of Easter eggs.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

*I was delighted to receive
your card and the many
Christmas gifts. Thank you for
thinking of me.*

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

NSW Seniors Festival

Elvis in Hawaii was the feature event of our 2023 Seniors Festival celebrations, supported by North Sydney Council.

It was a fun-filled day. Hawaiian clothed staff and volunteers greeted people on arrival.

Floral cupcakes and umbrella clad fruit cups made for an enjoyable morning tea, while lunch featured chicken Maryland, ham steaks, fried rice and pineapple upside cake.



Absolutely Elvis stole the show and won the hearts of more than a few adoring fans. Many people recalled every word to Always on my Mind, Blue Suede Shoes, Hound Dog and Jailhouse Rock.

Special thanks to our staff, who put in an amazing effort to bring the room to life, with gorgeous decorations and a mindset of It's Now or Never.

Another highlight was Coffee with a Cop, with a rousing performance by the NSW Police Band, on the John Griffin Memorial Stage adjoining our Centre, organised by North Sydney Council.

Your Rotary D-Caf

Your Rotary D-Caf, a monthly café for people with dementia, their families and carers, gathered momentum.



Activities include morning tea, gentle exercises, games and puzzles, occasional guest speakers and videos.

We are delighted that former Rotarian and retired physiotherapist, Wendy Goldring, has joined the group as a voluntary gentle exercise instructor. The dementia café is a partnership project between the Rotary Clubs of Crows



I absolutely thoroughly enjoyed participating in the D-Caf this morning. You initiate such a diverse program with wonderful encouragement and inclusiveness of all involved.



Nest, North Sydney, North Sydney Sunrise and Northbridge, and the Crows Nest Centre.

The café is ably supported by a dedicated group of Rotary volunteers, who collaborate with the Crows Nest Centre to fund, plan and deliver café activities.

People who are homeless or at risk

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

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

Supporting others

Knit 'n Natter donated extra soft, lovingly handcrafted beanies and scarves to the Northern Cancer Centre, as well as squares and blankets to Wrapped with Love.

Australia's Biggest Morning Tea re-emerged, dear to the hearts of all those who had lost a loved one to cancer. Local businesses (Bravo Trattoria, Brewmance, MsChief, Simply Sandwiches, Woolworths and Xenos Restaurant) generously supported the event, with proceeds donated to Cancer Council.

Parenting and healthy relationships

The Crows Nest Centre is a founding member of the Crows Nest Safe Village Project, a partnership between local councils, churches, community organisations and interagencies.

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

This year a family and domestic violence presentation was created, with the aim of informing local businesses about what they could do. Crows Nest Centre advised on the inclusion of elder abuse.

Denise Ward
Executive Officer



Community Support

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

For newcomers, the Community Support Manager is the first point of contact. An initial interview takes place in a person's home or at the Centre.

The focus is on individual needs, what is important to the person, ways the Centre might be able to assist, setting some personal goals and offering advice about other potentially useful agencies.



Many an hour is spent patiently queuing on the phone with an older person, while they wait to describe their needs, to someone in a call centre far away, often with limited understanding of our local area.

Navigating My Aged Care

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

Details about how to access My Aged Care are featured on the Centre's website, while posters and brochures are prominently displayed throughout the Centre.



***A little help goes along way,
especially with someone
whom you can trust.***



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

Following registration with My Aged Care, a Regional Assessment Service will usually meet an older person at their home, enquiring about their health, what support networks they have and how they are coping with activities of daily living. They will also discuss what the person wants to achieve and then issue referrals for specific aged care services.

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

Occasionally we receive inbound referrals for social and healthy ageing activities, but more often than not we need to ask people who arrive on our doorstep to contact My Aged Care and seek a service specific referral to our Centre.

We try to ease the burden of paperwork by establishing good rapport and focusing on what is important to the person, while also being aware of our regulatory responsibilities.

Once a year, Community Support and Food Services team members conduct reassessments, talking with each client about their strengths, interests, hopes for the future and how best to maximise their independence, health and wellbeing.

COVID Care

While many people are under the misapprehension that COVID is a thing of the past, our team remains alert to COVID notifications by clients, staff and volunteers.

We do our best to provide adequate back-up and ensure continuity of service for our in-home and Centre based clients. At a few points throughout this year our capacity was certainly tested.

Staffing

Penny How continued as Linen Service Coordinator, always organised, reliable and dedicated. This year Penny took on extra duties, supporting clients utilising community transport on a Friday.

Throughout the year, Olga Telepova excelled in her coordination of assisted shopping and transport volunteers. She also delivered a variety of engaging social activities, encouraging older people to remain independent at home, as well as get out and about in the community, when able to do so.

Master of Social Work Student, Natalie Boleda, completed a 500-hour placement, then joined us for a few months as a Casual Community Support Worker, enhancing her skills with older people and broadening her community sector knowledge.

Valerie Willemsen
Community Support Manager



Computer Club

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

Consistent with the last few years, interest from students has predominantly been focused on laptops, tablets and smart phones (Android and Apple), rather than desktop computers. In response, the Club has continued to focus its training efforts on portable technologies.

Mindful of the ongoing vulnerability of both our older students and tutors, the Computer Club has taken a cautious approach to delivering one on one tuition.

COVID safe practices have been maintained, including vaccination of volunteer tutors, remaining at home if unwell, sanitising of frequently touched surfaces and practising hand hygiene.

For the first time in three years, the Computer Club opened for the entire year. A total of 77 individual sessions were delivered to 21 students, with one eager person returning 18 times.

Special thanks to volunteer tutor, Ron Besdansky, who was immeasurably helpful delivering personalised instruction in the use of Android mobiles.

This year, after 18 years' service, Computer Club member and volunteer tutor, Ron Hicks, stepped down. Always energetic and enthusiastic, Ron was committed to demystifying information technology.

Ron believes computer literacy is an essential life skill, much like earlier generations revered reading, writing and arithmetic.

David Bruce-Steer
Crows Nest Computer Club



Food Services

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

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

In 2022-23, 191 people received 18,358 delivered and community restaurant meals.



Easing of COVID restrictions saw older people warily returning to the Centre. We also began to attract newcomers keen to venture further afield and try new things. As a result, we saw an uptick in community restaurant meals compared to the last few years.

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

★★★★★★★★

I have loved having my meals brought to me. Such a help to have a lovely meal to pop in the oven.

★★★★★★★★

Activities like knit 'n natter, indoor bowling, bingo and trivia, fun 'n games day, sing for joy and ageing well information sessions offer added value for clients.

Door to door community transport is available on Fridays.

Catering and events

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

Working with staff across the Centre, in 2022-23 the Food Services team catered for themed events including Xmas in July, Melbourne Cup, end of year client and volunteer festivities, St Patrick's Day, Elvis in Hawaii held as part of the NSW Seniors Festival and a Mexican Fiesta coinciding with National Volunteer Week.

Torrens University Australia

Torrens University Australia, formerly William Blue College of Hospitality Management, continued as a major venue hirer, their students and teachers sharing use of the Centre's commercial kitchen.

Community support

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

Festive hampers and Easter eggs, generously supported by local schools, churches, businesses and our own volunteers, were delivered to Meals on Wheels clients and community restaurant participants.

Staffing, training and development

The Food Services team has worked together for more than 12 years, with Sam Quayle as Food Services Assistant and Paul Buhne as Kitchen Hand.

★★★★★★★★★★

*Your delivery people are
sheer delight, friendly and
chatty, which is lovely when
I'm on my own.*

★★★★★★★★★★

Keen to maximise COVID safety for our vulnerable clientele, ongoing instruction to volunteers required the wearing of masks, hand hygiene, proof of at least three doses of COVID vaccination, agreement to remain at home if unwell and to self-administer a RAT or seek a PCR test. Volunteers were also asked to stay away from the Centre for at least seven days if COVID positive, or a close contact of someone who tested positive.



Despite our best efforts, there were several periods throughout the year where staff and volunteer resources were thin on the ground as a result of COVID. On these occasions Volunteer Coordinator, Mel Corner, rallied to support remaining staff and Venue Coordinator, Graham O'Hearn, delivered meals if extra help was needed. This assistance was much appreciated.

Throughout the year, I attended regional Meals on Wheels meetings on Zoom, networking and keeping abreast of developments in food safety, service provision and aged care reform.

Volunteers

Meals on Wheels makes a real difference to peoples' lives and is only possible because of the support of our dedicated volunteers. Around 49 people volunteered for Meals on Wheels during the year.

This year nine ready, willing and able volunteers joined the Food Services team.

Weekday volunteer assistance was maintained in the Pat Brunton Room, serving morning tea and supporting the community restaurant. Dining Room volunteer, Gay Banks, came several times a week and much to everyone's amazement, effortlessly recalled every client's preferred tea or coffee order.

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

Amy Budden
Food Services Manager



Linen Service

The Linen Service is for frail older people, as well as younger people with a disability living in North Sydney and Mosman Local Government Areas. In 2022-23, the Linen Service provided 2361 occasions of service.

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

Flexible service

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

We pride ourselves on delivering a flexible service, and where possible, will rearrange delivery to avoid conflict with other appointments.

With the lifting of COVID restrictions, the resumption of bed making was approached cautiously by clients and the Centre.

Concerned about client vulnerability, linen volunteers were asked to provide proof of at least three doses of COVID vaccination, to wear masks and practise hand hygiene. If

unwell, they were asked to remain at home and self-administer a RAT or seek a PCR test, staying away from the Centre for at least seven days.

New clients

During 2022-23, 128 people received the Linen Service, including 20 new clients.

Ever since the introduction of My Aged Care and Regional Assessment Services, we have noticed more and more older people being



approved for home care packages, inclusive of general help with housework, rather than assistance with heavier household tasks such as changing bedding and laundering of sheets.

Regrettably, these new and much acclaimed referral pathways hamper access to our linen service. By and large referrers seem oblivious to the social and practical benefits that can be achieved from such a simple service.

Volunteers help people connect

Our generous and dedicated volunteers are key to the service's success. This year, around 46 volunteers participated weekly, fortnightly or monthly, with others on call to fill unexpected gaps.

★★★★★★★★

*I love having the linen
ladies come over, they left
me in a good mood for the
rest of the day.*

★★★★★★★★

★★★★★★★★

*It is such a pleasure to climb
into my bed with freshly
laundered and ironed linen
and the towels rolled hotel
like, luxury!*

★★★★★★★★

Volunteer gaps were frequent as COVID restrictions eased and more people in the community became unwell or became a close contact. Special thanks to those volunteers who stepped in to help when we needed extra assistance.

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

Our volunteers provide much more than a bed making service, engaging in friendly conversation and helping connect people

with the outside world. They bring a smile and social connection to our clients' lives.

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

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

Commercial laundry

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

Penny How
Linen Coordinator



Migrant Services

At the conclusion of Mutual Understanding, Support, Tolerance and Respect (MUSTER) funding (2019-21), the Centre resumed delivery of migrant services without specific Government funding.

This was achieved by drawing on the skills, experience and cultural understanding of a small group of dedicated volunteers and the sharing of tasks between existing staff.



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

Employability workshops

Reach Your Potential: Employability Workshops for skilled migrants ran from August to September 2022, and February to March 2023.

The workshops focus on writing a career story, crafting a resume, presentation

techniques and interview skills. Participants also attend a personalised session designed to improve their LinkedIn profile.

Dedicated volunteer coaches and workshop facilitators offer one-on-one mentoring for each participant, underpinning the program's success.

In 2022-23 in-person workshops resumed, with volunteer facilitators keeping a close eye on COVID safety, asking unwell participants and mentors to stay at home, providing online support as needed.

Highly motivated, 55% of participants obtained employment within two months of course completion, testament to the hard work of participants and their coaches.

In March, North Sydney Council's Mayor, Zoë Baker, recognised the outstanding voluntary efforts of workshop founder, Janice Hui and co-convenor Linda Bisnette, with the presentation of a Community Builder Award as part of the North Sydney Community Awards.

★★★★★★★★

I am writing to thank you for your valuable mentoring. It's hard to express how important your advice and knowledge has been to my job searching.

★★★★★★★★

English conversation

Beginner and Intermediate English conversation classes are offered at the Centre weekly, during school terms. In 2022-23, around 85 students attended.

Frank Mansour and John Wagner voluntarily lead the intermediate class. Dedicated volunteers, Frank has notched up 15 years and John 11 years, supporting people to improve their English.

Experienced teacher Kathy Whitehead began coordinating beginner classes just over two years ago, capably assisted by Malcolm Lindsay and Elizabeth Woodhams, along with a few relieving volunteers.

All of the volunteers take time to prepare interesting and topical lessons that encourage students to improve their reading, writing, speaking and listening skills.

Homework help

Homework help supports primary school children from culturally and linguistically diverse backgrounds with basic reading, writing and maths, with time to play when tasks are finished.



Easing of COVID restrictions, permitting interschool mixing and gatherings across year groups, saw the return of Homework Help, initially with a handful of students and a few adult volunteers.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

*Thank you for helping me
with my learning and playing
with me every time after
homework.*

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Commencement of the 2023 school year attracted more students, mostly from Japanese families. The Centre also welcomed new high school mentors, often completing Duke of Edinburgh awards.

Renewal of Homework Help delighted primary school pupils, their parents, high school student mentors and adult volunteers. Adult volunteers were touched when students recorded their personal thanks in a handmade card presented at Easter.

Staff member, Mel Corner, coordinated Homework Help, supervising high school mentors and adult volunteers. High school students from a wide range of local schools mentored the pupils.

Bollywood music

Collaborating with AASHA Australia Foundation, monthly Bollywood music includes themed musical entertainment thoughtfully arranged by Vinod Rajput.

Participants are encouraged to sing-along, perform for others, dance to the beat, or simply immerse themselves in the

colours and sounds of their surroundings.

The morning is always rounded off with delicious snacks, a cuppa' and time for a good chat.

Indian Independence Day was celebrated in August, with Indian flags aplenty.

November's celebration of Diwali, the Hindu Festival of Lights, was well received. Decorations included handcrafted bunting, candles and flowers. People donned their best saris and enjoyed delicious food, music and dancing.

Belly-dancer, Nadia, entertained everyone at Harmony Day celebrations in March. Offering special clothing and lessons to those interested in learning a few moves. A good time was had by all.

Success of Bollywood Music is no small part due to the continuing commitment of volunteer Bijinder Dugal, combined with the ongoing support of AASHA Director, Dr Praful Valanju.

Parent groups

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

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

This year 29 Japanese and 20 Spanish speaking mothers came to the Centre with their children, with toys and translated story books made available.



Spanish speaking mothers celebrated Christmas with a fun-filled party, South American treats and children's activities. Special thanks to Camila Meza Silva for coordinating the group in 2022 and Marcela Ortuno for her imaginative approach to activities in 2023.

Staffing

Promotion of migrant services was organised by the Centre's Executive Officer, who adopted a hands-on approach to Employability Workshops, Bollywood Music and Spanish Speaking Parents.

Mel Corner coordinated Homework Help and encouraged English Conversation volunteers.

Graham O'Hearn, fluent in Japanese, provided language assistance to people registering for Homework Help and Japanese Mothers.

Jessica Batchelor offered administrative support to Employability Workshops, English Conversation and Parent Groups.

Denise Ward
Executive Officer

Social Support

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

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

Around 45 people accessed 1388 hours of individual social support in 2022-23.

Assisted shopping, transport and friendly home visiting

In 2022-23, we supported 30 people with volunteer assisted shopping and transport and 13 with friendly home visits.

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

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

★★★★★★★★

*Thank you so much for your
hard work. It is much
appreciated.*

★★★★★★★★

This year, vulnerable older people remained alert as COVID restrictions were lifted and they cautiously re-engaged with the outside world. Personal connections with staff and volunteers were a lifeline for those who had been isolating.

Shopping by phone

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

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





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

Staff and volunteers establish great rapport with clients, chatting regularly by phone. Frequent contact allows the Centre to monitor client progress and offer additional support if needed.

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

★★★★★★★★★★

***Thank you very much for all
your help throughout the
year. Your service is
invaluable.***

★★★★★★★★★★

Home handyman

Volunteer Peter O'Carroll is a retired master builder.

During the year he assisted clients with home handyman tasks, such as hanging pictures, fixing flyscreens and curtains, and replacing globes.

Labour is free and clients only pay for materials.

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

Olga Telepova
Social Support Coordinator

Venue Hire

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

During 2022-23, we had a total of 144 room hire clients. Income was \$319,609, up on previous years due to easing of COVID restrictions.

Opening up the Centre has seen the return of former hirers, including some from interstate, as well as attracting first time hirers.

Our biggest source of venue hire income came from Torrens University Australia (formerly William Blue College of Hospitality Management), our commercial kitchen hirer. Our top 20 clients accounted for 66% of all other venue hire income.

★★★★★★★★★★

Thank you so much for providing the Johnson Hall for our gathering. It was a great space and the microphones were a real bonus.

★★★★★★★★★★

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

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



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

At year end we acquired a 75-inch TV and mobile video conferencing system, enabling hybrid meetings.

The Centre's website provides useful details about our venue hire facilities and the option to make online enquiries has been well utilised.

Fred Dafforn, Andrew Lang, Bruce Sweeting and Joe von Bornemann all continued as Venue Supervisors.

Graham O'Hearn
Venue Coordinator

Volunteering

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

Dedicated and committed, our volunteers love what they do. Thirty-six new volunteers joined in 2022-23 and the Centre currently has over 200 active volunteers.

We hosted a festive afternoon tea in December to thank volunteers for their continuing efforts amidst the pandemic.

Coinciding with National Volunteer Week in May, a fun-filled Mexican Fiesta complete with a mariachi duo, provided an enjoyable celebration and recognition that we couldn't do a fraction of what we do, without the support of our loyal volunteers.

Lower North Shore Volunteer Coordination sponsored a movie night in May to thank volunteers. They also hosted a recruitment expo and self-care workshop.

We were delighted to see Janice Hui and Linda Bisnette recognised as Community Builders by North Sydney Council, for their dedicated efforts assisting skilled migrants obtain employment.

★★★★★★★★★★

*I really enjoy my time
volunteering at the Centre.
Everyone is helpful, polite,
and pleasant to deal with,
and I always feel welcome
when I visit.*

★★★★★★★★★★

In the interests of maintaining a COVID safe environment for clients, volunteers and staff, all aged care volunteers were asked to provide proof of COVID vaccinations, wear masks, practise hand hygiene and if COVID positive, refrain from volunteering for at least seven days.

At times this created shortfalls, with staff and volunteers asked to fill gaps. Many thanks to the volunteers who were able to do that bit extra. It made a huge difference.

Ongoing voluntary administrative support from Rosemary Cheung proved invaluable.

Mel Corner
Volunteer Coordinator





Financial Report

for the year ended 30 June 2023

NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

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NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**DIRECTORS' REPORT
for the year ended 30 June 2023**

The directors of North Sydney Community Service Limited present their report for the year ended 30 June 2023.

DIRECTORS

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

Ms Nicola Atmore	Appointed May 2019	Resigned Nov 2022
Mr Joshua Dowton	Appointed October 2018	
Ms Johanna Hall	Appointed June 2023	
Ms Janice Hui	Appointed June 2021	
Ms Georgia Lamb	Appointed June 2023	
Mr Mowen Lee	Appointed April 2021	
Ms Alice Martin	Appointed October 2018	Resigned Nov 2022
Ms Alison Posney	Appointed June 2023	
Dr Christopher Scarf	Appointed April 2014	
Ms Virginia Udy	Appointed April 2019	
Ms Shannon Welch	Appointed June 2023	

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

INFORMATION ON DIRECTORS

Name	Occupation	Special Responsibilities
Ms Nicola Atmore	Company Director	Services Committee
Mr Joshua Dowton	Pastor	Finance & Risk Committee
Ms Johanna Hall	Organisational Development Consultant	
Ms Janice Hui	Organisational Development Consultant	Services Committee
Ms Georgia Lamb	Councillor & Student	
Mr Mowen Lee	Risk Management Consultant	Finance & Risk Committee
Ms Alice Martin	Senior Investment Professional	Finance & Risk Committee
Ms Alison Posney	Company Director & IT Consultant	
Dr Christopher Scarf	Health Care Consultant	Chair
Ms Virginia Udy	Company Director	Services Committee
Ms Shannon Welch	Councillor & Retired Registered Nurse	

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**DIRECTORS' REPORT
for the year ended 30 June 2023****DIRECTORS' MEETINGS**

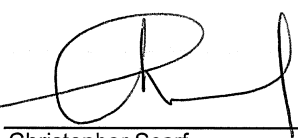
During the financial year, 5 meetings of directors were held. Attendances by each director during the year are as follows:

	<u>Number Eligible to Attend</u>	<u>Number Attended</u>
Ms Nicola Atmore	4	4
Mr Joshua Downton	5	5
Ms Johanna Hall	1	1
Ms Janice Hui	5	5
Ms Georgia Lamb	1	1
Mr Mowen Lee	5	5
Ms Alice Martin	2	0
Ms Alison Posney	1	1
Dr Christopher Scarf	5	5
Ms Virginia Udy	5	3
Ms Shannon Welch	1	1

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration is set out on page 6.

Signed in accordance with a resolution of the directors.

Director 
 Christopher Scarf

Dated this 31 day of October 2023

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

DIRECTORS' REPORT for the year ended 30 June 2023

Principal Activities

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

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

Build on existing (and develop new) strategic alliances

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

Prepare and position for ageing and disability reform

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

Service development, quality review and evaluation

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

Uplift brand and marketing

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

Diversify funding sources

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

Recognise and support our volunteers and staff

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

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

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

NORTH SYDNEY COMMUNITY SERVICE LIMITED

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**DIRECTORS' REPORT
for the year ended 30 June 2023**

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

Build on existing (and develop new) strategic alliances

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

Prepare and position for ageing and disability reform and local development

- Management participation in a range of Aged Care Reform consultations, webinars and training events to inform future service provision;
- Responded to proposals for redevelopment of 82-90 Alexander Street, Crows Nest.

Service development, quality review and evaluation

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

Uplift brand and marketing

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

Diversify funding sources

- North Sydney Council small grants supported Realise Your Potential: Employability Workshops for skilled migrants, Festive Hampers and Seniors Festival feature event.

Recognise and support our volunteers and staff

- Staff participated in a wide variety of training and development opportunities;
- Employability workshop volunteers received North Sydney Community Service Awards;
- Volunteer appreciation events supported by North Sydney Council.

Additional actions taken in response to COVID-19

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



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AUDITOR'S INDEPENDENCE DECLARATION

To the Directors,

North Sydney Community Service Limited

In accordance with the requirements to *section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012*, as auditor for the audit of North Sydney Community Service Limited for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been:

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

Nexia Sydney Audit Pty Limited

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

Brett Hanger
Director

Dated at Sydney, this 31st day of October 2023

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2023**

	Note	2023 \$	2022 \$
Revenue	2	1,620,340	1,378,910
Employee benefits expense		(1,133,831)	(992,123)
Depreciation and amortisation expenses		(10,729)	(9,869)
Other expenses		(494,567)	(451,485)
Loss for the year		(18,788)	(74,568)
Other comprehensive Income		-	-
Total comprehensive loss for the year		(18,788)	(74,568)
Loss attributable to the entity		(18,788)	(74,568)

The accompanying notes form part of these financial statements.

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NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

STATEMENT OF FINANCIAL POSITION

as at 30 June 2023

	Note	2023 \$	2022 \$
Current Assets			
Cash and cash equivalents	4	1,325,146	1,328,441
Trade and other receivables	5	130,839	71,164
Inventories	6	5,361	3,906
Total Current Assets		1,461,346	1,403,511
Non-Current Assets			
Property, plant & equipment	7	38,779	43,854
Right-of-use asset	8	-	5,656
Total Non-Current Assets		38,779	49,510
Total Assets		1,500,125	1,453,020
Current Liabilities			
Trade and other payables	9	147,837	117,844
Lease liabilities	10	-	6,013
Short-term provisions	11	287,384	233,075
Total Current Liabilities		435,221	356,932
Non-Current Liabilities			
Long-term provisions	11	46,088	58,485
Total Non-Current Liabilities		46,088	58,485
Total Liabilities		481,310	415,416
Net Assets		1,018,815	1,037,604
Equity			
Reserves		878,344	878,214
Retained earnings		140,471	159,389
Total Equity		1,018,815	1,037,604

The accompanying notes form part of these financial statements.

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NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2023**

	Reserves	Retained Earnings	Total
Balance at 30 June 2022	878,214	159,389	1,037,604
Loss for the year		(18,788)	(18,788)
Transfer to/(from) reserves	130	(130)	-
Balance at 30 June 2023	878,344	140,471	1,018,815

The accompanying notes form part of these financial statements

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**STATEMENT OF CASH FLOWS
for the year ended 30 June 2023**

	Note	2023 \$	2022 \$
Cash Flow from Operating Activities			
Receipts in the course of operations		1,715,465	1,473,924
Payments to suppliers and employees		(1,732,737)	(1,493,315)
Interest received		20,540	2,595
Finance costs on lease liabilities		(551)	(1,460)
Net cash provided by (used in) operating activities	13(b)	2,717	(18,256)
Cash Flow from Investing Activities			
Payments for property, plant and equipment		-	433
Net cash provided by (used in) investing activities		-	433
Cash flow from Financing Activities			
Repayment of lease liabilities		(6,012)	(5,539)
Net cash provided by (used in) financing activities		(6,012)	(5,539)
Net increase (decrease) in cash held		(3,295)	(23,362)
Cash at beginning of the year		1,328,441	1,351,801
Cash at end of the year	13(a)	1,325,146	1,328,441

The accompanying notes form part of these financial statements.

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NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2023****1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES**

In the directors' opinion, the company is not a reporting entity because there are no users dependent on general purpose financial statements.

These are special purpose financial statements that have been prepared for the purposes of complying with the Australian Charities and Not-for-profits Commission Act 2012. The directors have determined that the accounting policies adopted are appropriate to meet the needs of the members of the company.

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

a. Income Tax

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

b. Inventories

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

c. Property, Plant and Equipment

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

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

d. Right-of-use assets

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

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

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2023

e. Leases

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

Company as a lessee

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

Short-term leases and leases of low-value assets

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

f. Cash and Cash Equivalents

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

g. Employee Benefits

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

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

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

h. Revenue

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

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

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

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2023**

i. Goods and Services Tax (GST)

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

j. Comparative Figures

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

k. New or amended Accounting Standards and Interpretations adopted

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

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

NORTH SYDNEY COMMUNITY SERVICE LIMITED
ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2023

	2023	2022
	\$	\$
2 REVENUE		
North Sydney Council cash subsidy	418,750	427,746
DSS DOHA	651,008	613,071
Other Grants	4,237	1,000
Meal and Catering	116,638	94,346
Hall & Room hire	223,562	125,087
Kitchen Hire	96,047	39,130
Interest Received	20,540	2,595
Donations & Fund Raising	11,909	16,697
Community Services	56,568	50,415
Other Income	21,081	8,822
	<u>1,620,340</u>	<u>1,378,910</u>
3 PROFIT/(LOSS) FOR THE YEAR		
Profit/(Loss) for the year has been determined after :		
Charging as expenses:		
Remuneration of auditors		
- Audit services	9,000	8,400
	<u>9,000</u>	<u>8,400</u>
4 CASH AND CASH EQUIVALENTS		
Cash on hand	940	940
Cash at bank	16,986	13,532
Cash at bank - direct investments	1,307,220	1,313,969
	<u>1,325,146</u>	<u>1,328,441</u>
Attributable to:		
Asset replacement	238,040	238,040
Bequests	83,867	83,867
Small grants	56,178	56,307
Provisions for employee entitlements	333,473	291,559
Carpark refurbishment reserve	500,000	500,000
Available to fund operations	113,588	158,667
	<u>1,325,146</u>	<u>1,328,441</u>
5 TRADE AND OTHER RECEIVABLES		
Trade debtors	100,826	47,424
Accrued revenue	4,423	4,177
Prepayments	25,590	19,563
	<u>130,839</u>	<u>71,164</u>
6 INVENTORIES		
Stock on hand	5,361	3,906
	<u>5,361</u>	<u>3,906</u>

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2023

	2023 \$	2022 \$
7 PROPERTY, PLANT AND EQUIPMENT		
Plant and equipment - at cost	47,275	47,275
Less accumulated depreciation	<u>(38,716)</u>	<u>(34,436)</u>
	<u>8,559</u>	<u>12,839</u>
Furniture, fixtures and fittings - at cost	2,539	2,539
Less accumulated depreciation	<u>(2,538)</u>	<u>(2,537)</u>
	<u>1</u>	<u>2</u>
Leasehold improvements	48,593	48,593
Less accumulated depreciation	<u>(18,374)</u>	<u>(17,580)</u>
	<u>30,219</u>	<u>31,013</u>
Total Property, Plant and Equipment	<u><u>38,779</u></u>	<u><u>43,854</u></u>
8 RIGHT-OF-USE ASSETS		
Plant and equipment - leased	-	15,663
Less accumulated amortisation	<u>-</u>	<u>(10,007)</u>
	<u>-</u>	<u>5,656</u>
9 TRADE AND OTHER PAYABLES		
Trade payables	42,752	62,685
Sundry payables and accrued expenses	<u>105,085</u>	<u>55,159</u>
	<u><u>147,837</u></u>	<u><u>117,844</u></u>
10 LEASE LIABILITIES		
Current		
Lease liabilities	-	6,013
	<u>-</u>	<u>6,013</u>
11 PROVISIONS		
Current		
Employee entitlements	<u>287,384</u>	<u>233,075</u>
	<u><u>287,384</u></u>	<u><u>233,075</u></u>
Non-current		
Employee entitlements	<u>46,088</u>	<u>58,485</u>
	<u><u>46,088</u></u>	<u><u>58,485</u></u>

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2023

	2023 \$	2022 \$
12 EVENTS AFTER BALANCE SHEET DATE		
<p>The impact of the Coronavirus (COVID-19) pandemic is ongoing and while it has been financially positive for the company up to 30 June 2023, it is not practicable to estimate the potential impact, positive or negative, after the reporting date.</p> <p>No other matter or circumstance has arisen since 30 June 2023 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.</p>		
13 CASH FLOW INFORMATION		
(a) Cash at the end of the year, as shown in the Statement of Cash Flows, is reconciled to the related item in the Statement of Financial Position as follows:		
Cash on hand and at bank	<u>1,325,146</u>	<u>1,328,441</u>
(b) Reconciliation of Net Cash used in operating activities to profit/(loss) for the year		
Profit/(loss) for the year	(18,788)	(74,568)
Depreciation	10,729	9,869
Decrease (Increase) in Receivables	(59,675)	(11,373)
Decrease (Increase) in Inventories	(1,455)	-
(Decrease) Increase in Payables	29,993	26,864
(Decrease) Increase in Provisions	41,913	30,951
Net Cash Flow Used in Operating Activities	<u>2,717</u>	<u>(18,256)</u>
14 COMPANY DETAILS		
<p>The registered office of the company is: North Sydney Community Service Limited 2 Ernest Place CROWS NEST NSW 2065</p> <p>The principal place of business is: North Sydney Community Service Limited 2 Ernest Place CROWS NEST NSW 2065</p>		

NORTH SYDNEY COMMUNITY SERVICE LIMITED

ABN 83 002 567 875

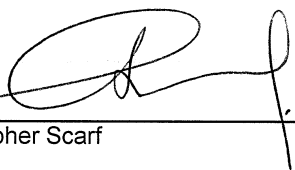
**DIRECTORS' DECLARATION
for the year ended 30 June 2023**

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

The directors of the company declare that:

- 1 The financial statements and notes are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
 - (a) comply with Australian Accounting Standards and Australian Charities and Not-for-profits Commission Regulations 2022; and
 - (b) give a true and fair view of the financial position as at 30 June 2023 and of the performance for the year ended on that date of the entity.
- 2 In the opinion of the directors there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

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

Director 
Christopher Scarf

Dated this 31 day of October 2023

NORTH SYDNEY COMMUNITY SERVICE LIMITED


ABN 83 002 567 875

**DIRECTORS' DECLARATION IN RESPECT TO
FUNDRAISING APPEALS UNDER THE CHARITABLE FUNDRAISING (NSW) ACT 1991
for the year ended 30 June 2023**

The Directors of the company declare that:

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

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

Director 
Christopher Scarf

Dated this 31 day of October 2023



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

Report on the Audit of the Financial Report

Opinion

We have audited the financial report, being a special purpose financial report, of North Sydney Community Service Limited (the Company), which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- i) giving a true and fair view of the Company's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- ii) complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2022.

Basis for opinion

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

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

Emphasis of matter regarding basis of accounting

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

Directors' responsibility for the financial report

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

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

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

Auditor's responsibility for the audit of the financial report

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

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

Nexia Sydney Audit Pty Limited

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

Brett Hanger

Director

Dated at Sydney, this 31st day of October 2023

Directors



Dr Christopher Scarf
Chair



Virginia Udy
Director



Mowen Lee
Director



Cr Shannon Welch
Director



Janice Hui
Director



Pastor Joshua Downton
Director



Cr Georgia Lamb
Director



Johanna Hall
Casual Director



Alison Posney
Casual Director

Supporters

A W Edwards
 AASHA Australia Foundation
 Anzac Park Public School
 Australian Department of Health
 Bedford Chartered Accountants
 Bravo Trattoria
 Brewmance
 Cammeray Public School
 Cammeraygal High School
 Chinese Christian Church Milsons Point
 Coal Loader Centre for Sustainability
 Code and Visual
 Community Connect Transport
 Connecting Up
 Crows Nest Mainstreet
 Crows Nest Safe Village
 Crows Nest Uniting Church
 Fresh Crows Nest
 Ganache Patisserie Castlecrag
 Glen Turner
 Joanna Weinberg
 Konrad Schalch
 Loreto Kirribilli
 Lower North Shore Multicultural Network
 Marist Catholic College North Shore
 Mary's House Services
 Meals on Wheels NSW
 MsChief
 Northbridge Public School
 Northside Baptist
 North Sydney Demonstration School
 North Sydney Council
 North Sydney Heritage Centre
 NSW Police Band
 Reckitt Benckiser Australia
 Relationships Australia
 Rotary Club of Crows Nest
 Rotary Club of North Sydney
 Rotary Club of North Sydney Sunrise
 Rotary Club of Northbridge
 Shore School
 Simply Sandwiches
 St George Community Housing
 Stanton Library
 StreetSmart Australia
 Stroke Foundation
 Studio A
 Sydney Boys High School
 Sydney Metro
 Tina Mulholland
 Torrens University Australia
 Waverton Hub
 Willoughby Council
 Woolworths
 Worldwide Printing St Leonards
 Xenos Restaurant

Staff

Jessica Batchelor

Receptionist

Natalie Boleda

(Nov 22 to May 23)

Community Support Worker

Amy Budden

Food Services Manager

Paul Buhne

Kitchen Hand

Melanie Corner

Special Projects/
Volunteer Coordinator

Fred Dafforn

Venue Supervisor

Penny How

Linen Coordinator

Suchitra Kuppili

(until Oct 22)

Receptionist

Andrew Lang

Venue Supervisor

Sue Lloyd

Accounts Manager

Graham O'Hearn

Venue Coordinator

Sam Quayle

Food Services Assistant

Bruce Sweeting

Venue Supervisor

Olga Telepova

Social Support Coordinator

Joe von Bornemann

Venue Supervisor

Denise Ward

Executive Officer

Valerie Willemsen

Community Support Manager

Appendix 1

Kirribilli Centre - Review of the Joint Strategic Plan 2021 – 2025**Date:**

MANAGEMENT OBJECTIVES	COMPLIES Y/N OR ONGOING
<ul style="list-style-type: none"> To maintain the centre for community-use in accordance with the overall objectives of the Delivery Program 2022-23 and associated documents. 	<p>The Centre became the hub of our community. We had more engagement with our community, more programs, more events, more wellbeing and more of our community here at KNC. It has been a year of considerable growth, increased foot traffic and more visitors. Our courtyard has been used daily by local mums, seniors, free events hosted by KNC, kids and pre-schoolers. We have also invited several local charity groups to utilise our rooms, we have many community gatherings here such as book clubs, seniors scrabble, our library, Bridge, refugee groups gathering. We support Marys House with Christmas charity drives, which helped give at risk families the Christmas they deserved.</p> <p>Year on Year increase in foot traffic here at KNC</p> <p>2021/2022-foot traffic 27,232 2022/2023-foot traffic 34,932</p>
<ul style="list-style-type: none"> To manage the centre in accordance with The Kirribilli Centre Strategic Plan 2021-25 	<p>The Centre has been run extremely well this past year, with a dedicated team and new management. The strategic plan has been adhered to and we believe exceeded</p>

Appendix 1

	<p>with additional services offered such as free counselling for children with KYDS, this is an invaluable service that has incredible results. KNC offers counselling in a non-clinical environment which has been proven to be successful. We had several new programs such as Mindfulness and Calm, additional yoga and Pilates classes, men's mental health groups, Ukrainian Women's Group (free), The Good Life Program (free), Art for Wellbeing, Writing or Wellbeing, Seniors Socialisation and free legal advice.</p>
<ul style="list-style-type: none"> • To manage the centre in accordance with the aims and objectives of Council's Community, Cultural and Recreation Facilities Policy. 	<p>We have Senior's wellbeing groups such as knitting, scrabble & scones, bridge, the good life group which help connect and reduce social isolation. These groups at either free or low cost.</p> <p>We have free kids counselling which supports kids at risk. No child will go unseen or unheard. This a free service.</p> <p>We have a Ukraine Women's Refugee Group and help support these women and their children with health and wellbeing programs and computer skills programs.</p> <p>We also provide free legal advice for financially disadvantaged members of our community. We have created a volunteer group who support socially isolated members of our community and seniors who need assistance with shopping and transport. We provide art classes for</p>

Appendix 1

	community, which has been hugely successful. It is a fully integrated program.
<ul style="list-style-type: none"> To provide and maintain a high-quality community centre which meets the needs of the local and wider community 	<p>We have upgraded and refreshed our library.</p> <p>Upgrade and refreshed our play area with new toys and sunshades.</p> <p>We have purchased new wellbeing equipment to assist in our exercise classes for balance, wellbeing, strength.</p> <p>We have purchased music equipment for our music therapy classes.</p> <p>At the forefront of these purchases are always the wellbeing of our community.</p>
<ul style="list-style-type: none"> To cater for people with disabilities within the physical constraints of the centre 	<p>Our Strength & Balance, Art for Life, Writing for Wellbeing, Good Life Group and Music Therapy Classes are all inclusive. It is important for us to cater to our community and be inclusive, as this has a positive effect on everyone involved.</p>
<ul style="list-style-type: none"> To provide for public safety 	<p>We have put in extensive CCTV.</p> <p>We have put in safety gates.</p> <p>Policies are in place.</p> <p>First Aid Training is renewed.</p> <p>WWC are always carried out.</p> <p>Monthly 'safety' checks are carried out</p>
<ul style="list-style-type: none"> To ensure the joint strategic plan is flexible able to evolve with changing community attitudes 	<p>KNC identified through feedback and community engagement that our community's wellbeing was suffering, especially after Covid. We evolved to this demand with programs such as KYDS Counselling. No child will go unheard or</p>

Appendix 1

	<p>unseen. Scrabble & Scones, Music Therapy, Art Therapy, Writing Therapy. Where our community can connect in a safe environment, make friends and be part of a valuable program. We try very hard to make our programs accessible (low cost or no cost).</p>
<ul style="list-style-type: none"> • To be prepared to look beyond the centre's immediate locality, through maximising existing resources, to enable delivery of outreach services where appropriate and needed. 	<p>We have users here at KNC from the North Sydney area and beyond. Our markets (Kirribilli Markets) Centre in the Park</p>

Appendix 1

The Kirribilli Centre's 2021-25 Strategic Plan is framed around the following three Priority Areas and Objectives.

PRIORITY 1		PROFESSIONAL CAPACITY BUILDING
Objective: Be a best practice in governance community-based organisation		Achieved – Yes/No/Comment
P1:1	Ensure that the Board of Management has the right mix of skills	We have new board members recruited who have a range of skills such as extensive community experience, marketing, banking, law and program management.
P1:2	Ensure that the Board of Management continues to update their skills	We had an information session on our relationship with Council. Directors participating in BOD courses
P1:3	Ensure that our staff have the necessary skills	GM - Targeted coaching sessions. Our staff have coaching sessions and ongoing mentoring with senior staff. Our aim is effective mentoring and coaching. These coaching sessions are at no cost.
P1:4	Ensure that quality innovation performance is a driving force in our work.	We have set KPI's Formal reviews Annual and monthly reviews for the markets Weekly market reviews

Appendix 1

PRIORITY 2		SERVICE DELIVERY
Objective: Provide Community Support services which build community, individual capacity and equity		Achieved Y/N/comments
P2:1	Ensure that we support community development activities which benefit all members of the community we serve	<p>We provide a number of no or low-cost programs such as</p> <p>Counselling</p> <p>JP Services</p> <p>Free Legal Advice</p> <p>Scrabble & Scones</p> <p>Bridge</p> <p>Knitting</p> <p>Good Life Group</p> <p>Refugee Support Group</p> <p>Language lessons</p> <p>Conversations in English</p> <p>Free events for socially isolated parents in our play area</p> <p>Cultural events for pre-schoolers and parents</p>

Appendix 1

P2:2	Ensure that we build the capacity of older people and people with disabilities to live in their chosen community	We have developed a number of inclusive programs that help our seniors live in the community for longer. These programs are Strength & Balance, Art for Life (inclusive and art therapy), Writing therapy, scrabble & scones (mentally active and helps reduce social isolation), conversations in English.
P2:3	Ensure that we maintain and strengthen the involvement of our volunteers in our work	Our volunteers are part of our centre family, they are valued and an integral part of our Centre. We have for our volunteers. Volunteer events. Mention in our AGM Report Mention in our brochure. We have a number of volunteers that have been with our Centre for years, and we have new volunteers that are new to Australia.
P2:4	Ensure that we provide high quality services for all people	KNC issue feedback forms on completion of our groups, courses and programs. This is imperative to ensure we are delivering quality services.

PRIORITY 3	SUSTAINABLE AND INNOVATIVE DEVELOPMENT	
Objective: To develop services which will sustain the organisation into the future.		Achieved Y/N/comments

Appendix 1

P3:1	Ensure we continue to build our full cost recovery services	Our team planned and developed additional market dates (Kirribilli Markets), which has enabled us to build much needed reserves, that will enable us to compensate for any loss of income, which will be affected with the Cycle Way development. Our focus is to ensure we are financially viable with the possible loss of revenue. We have achieved this.
P3:2	Develop a working group to investigate future type of service delivery models	Board developed strategic planning workshops which includes plans for the future of the centre
P3:3	Develop a working group to deliver innovative fundraising activities	<p>This has been put on hold while we navigate the impact of the cycle way on the Centre and focus on obtaining increased markets to sustain us during this 18-month period.</p> <p>Fundraising workshops will commence next year.</p>

NOTES ON FINANCES

Appendix 1

Grants	NSC	Other		
	\$67,486	\$10,000		
Turnover	Year	Income	Expenditure	
	2022-2023	\$848,996	\$772,008	
Sustainability	Year	Result	Reserves (Equity)	Funded liabilities
	2022-2023	\$76,988	\$798,547	\$188,838

To Action: Please find attached our new strategic plan which has been developed.



The Kirribilli Neighbourhood Centre BUSINESS PLAN 2023-2028



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KNC HISTORY



The Kirribilli Neighbourhood Centre (KNC) began operating in 1975. The Centre was incorporated in 1981 when the Kirribilli Neighbourhood Centre Co-operative Limited was formed under the Co-operation Act, 1923.

This act was replaced by the Co-operative Act 1992 (NSW) necessitating changes to the constitution which have been drafted for discussion at the 1997 Annual General Meeting.

The aim and objectives of KNC was to provide community services for the members and the residents of Kirribilli and environs.

The Centre is set in a heritage building close to the north side of the Sydney Harbour Bridge.

The activities of the Centre can essentially be broken down into two components:

- 1) The Centre providing community services and heritage room hire, and
- 2) Running the Kirribilli Markets.

The Kirribilli Markets were first held on January 21st, 1976, in the back yard of the newly opened Kirribilli Neighbourhood Centre. The Market quickly grew and popularity spreading into the adjacent yard of the then Kirribilli Public School.

When Kirribilli Public School was sold the Markets moved to the park along Alfred Street South beside the Bridge and then for a short time to Bradfield Park under the Bridge.

When North Sydney Council acquired the Milsons Point Bowling Club the Council kindly gave permission the Markets to conducted on the old bowling green and in the Burton Street tunnel.

This allowed the Markets to expand to its present 220 stalls. All monies raised by the Markets go to fund the programs of the Kirribilli Centre.



A chronology of events in the early establishment of the Kirribilli Neighbourhood Centre.

October 5th 1971

Alderman Robyn Hamilton (Reid) moved a Motion that “ money be put aside in the 1972 estimates for the acquisition of a suitable site for a Community Centre in Kirribilli ward. “ the motion was passed.

July 1974.

North Sydney Council purchase 16 to 18 Fitzroy Street Kirribilli for \$152,000 for the purpose of establishing a Community Centre.

November 1974.

An Interim Management committee formed made up of 3 ward alderman and 5 locals. Recommendations from the committee, which met monthly are forwarded onto Council.

Nov./Dec./Jan. 74/75.

Volunteers from the area paint some of the rooms and do work at the centre and raised funds.

January 1975.

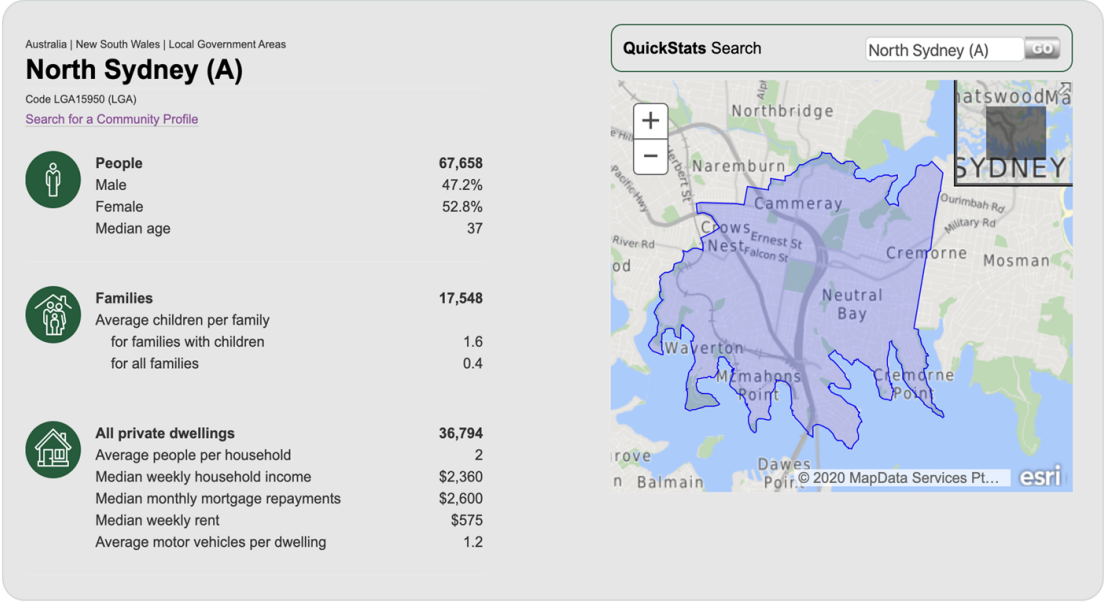
Council begins some restoration work on building, Installing a kitchen and toilet facilities.

February 1975.

A playgroup and Art class are started at the centre.

KNC LOCAL COMMUNITY

Overview of Kirribilli/ Milsons Point Local Community



The total population of ~67.7k people living in the North Sydney LGA, with 53% female and 47% male, and median age of 37 years old.

The average children per family: 1.6 for families with children and 0.4 for all families.

The total private dwellings are 36.8k. The average people per household is 2. Median weekly household income is \$2.3k. Median monthly mortgage repayments is \$2.6k. Median weekly rent is \$575 and average motor vehicles per dwelling is 1.2.

KNC's Key Target Groups

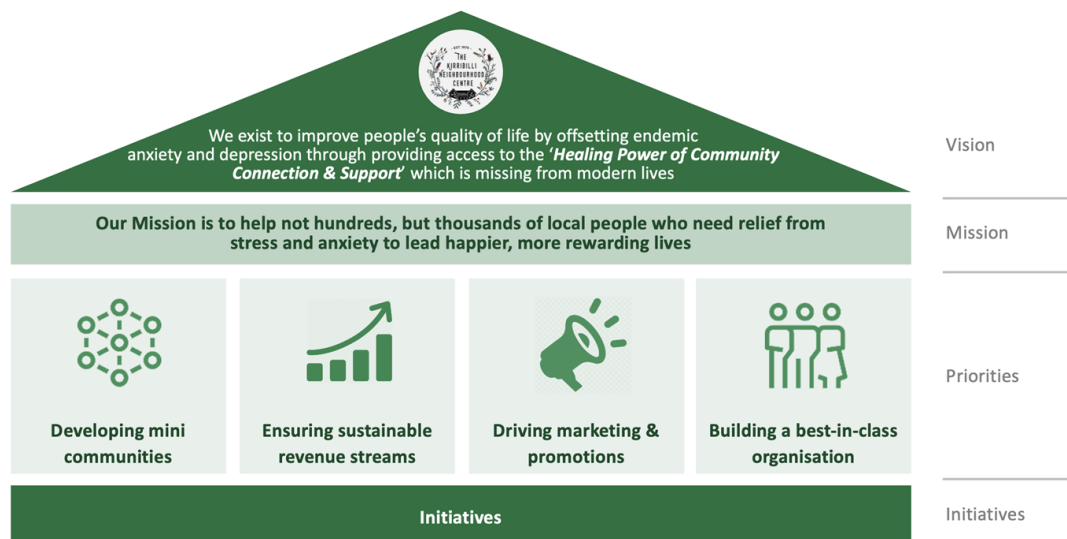
KNC is focused on providing maximum mental health benefits to a wide range of people because this is where we can make a real impact on improving their lives.

ABS data 2021 survey

- Over two in five Australians aged 16-85 years (43.7% or 8.6 million people) had experienced a mental health disorder at some time in their life.
- One in five (21.4% or 4.2 million people) had a 12-month mental disorder.
- Anxiety was the most common group of 12-month mental disorders (16.8% or 3.3 million people).
- Almost two in five people (39.6%) aged 16-24 years had a 12-month mental disorder.

Key Target Groups	Target Groups' Needs
Mums with young children	<ul style="list-style-type: none"> • Post-natal depression • Infant play group • Health & wellbeing • Nutrition & diet • Hula Hoops • Meditation • Yoga • Pilates
Seniors	<ul style="list-style-type: none"> • Health & wellbeing • Nutrition & diet • Reading • Knitting • Socialising
Youth/ Pre-schoolers	<ul style="list-style-type: none"> • Socialising • Mental health • Development • Self-esteem • Support and guidance
Children and adults with anxiety concerns	<ul style="list-style-type: none"> • Community • Self-esteem • Bonding • Wellness • Trust • Connection • Socialisation

KNC STRATEGY *A Community of Communities*



Vision

Sustainably help our local community lead a better life.

- "Sustainably" – cost neutral programs through fund raising.
- "Our local community" – Micro communities within the North Sydney LGA.
- "Better lives" – physical and mental wellbeing.

Mission

- Our mission is to help our community lead happier, more rewarding lives.

Values

- **Care:** We have compassion for family, customers, community, and co-workers.
- **Responsiveness:** We grow with our community and adapt to their changing needs.
- **Respect:** We respect our whole community, individually and collectively.
- **Inclusion:** We welcome people from all backgrounds with our community and value diversity.
- **Integrity:** We strive to earn the confidence of the community by being open and transparent in all our work.

Priorities

We address the wellbeing issues (mental health) within the North Sydney LGA by focusing on four key areas:

- 1) Developing mini communities,
- 2) Ensuring sustainable revenue streams,
- 3) Driving marketing & promotions, and
- 4) Building a best-in-class organisation.

Initiatives

Identifying micro-communities and their needs. Sourcing fund to start the program and leaving the group to run the program independently by a passionate group leader. Monitoring progress.

1. DEVELOPING MICRO-COMMUNITIES

1.1 Define Our Offer

Key Influencing Factors

- We want to improve the quality of life of more people, but our staff are largely occupied on existing duties including running the markets. Furthermore, finances are limited so employing more staff is not really an option.
- Scaling up the numbers requires establishing a collective of 'micro-communities' with each one being organised, lead, and motivated by a few key people within the group.
- The KNC can provide a warm and friendly space for people to meet as there is plenty of spare room/space capacity.
- We can support groups via our website, marketing and PR activities and connecting them with other groups, services, and support networks.
- This is a new approach, so we must 'feel our way' – pilot programs are required.
- Ultimately, we want to attract funding/ sponsorship, so we must track the numbers and prove success.

Overarching Strategy

- KNC develops/ provides a 'package' of resources and assistance that will enable micro- communities to develop and run vibrant and sustainable groups with minor involvement from KNC staff, i.e., self-supporting communities.
- Look at what groups/ communities KNC already engage with and identify at least 3 for a pilot.
- Form a working group with KNC staff, 2 Directors and identify possible group leaders create a Model Program and then test it for at least 3 months.
- Revise the model if required and then roll it out.
- Ensure we can easily measure the success of each group by tracking member numbers, engagement, and positive impact on their lives (e.g., by involving surveys)
- We will invest funds in developing this strategy but ultimately, we need to attract funding/ sponsorship to make it sustainable.

1.2 Key Objectives

	3-12 months objective	5-year objective
In words	<ul style="list-style-type: none"> Create the model, resources, plan and then trial – amend – expand program 	<ul style="list-style-type: none"> Be the model of success for community groups in Australia
In numbers	<ul style="list-style-type: none"> 3 groups by 31-December-2023 (our priority is the markets move) 5 groups by Jun-2024 8 groups by Dec-2024 	<ul style="list-style-type: none"> At least 15 groups each with growing membership serving 500+ people every year

1.3 List of current and future Communities at KNC

We have current programs running at KNC, programs in progress, programs we are planning to run and new programs started. Our goal is to establish long term sustainable programs for the wellbeing of our community.

The Kirribilli Neighbourhood Centre Programs

Current Programs	Programs in Progress	Pilot Programs
Pilates/Yoga Strength and Balance for Seniors Meditation for Mind and Wellbeing Harbourside Walkers Active Wellbeing Wellbeing for Active Seniors Yarn On A Stick - Knitting for Wellbeing Mens Spiritual Mental Health Group Scrabble and Scones Community Wellbeing Kirribilli Book Group Non-Fiction Book Club Film Group Kirribilli Writers Creative Wellbeing Smart Recovery Group Conversations in English Social Wellbeing Bridge Community Wellbeing Alcoholics Anonymous Legal Advice Informal playgroup for primary caregivers The Good Life Program The Good Grief Program Meditation for Beginners Elder Abuse Collaborative Refugee Wellbeing Assist-Student Suicide Prevention	Beading Group for Mental Health Arts for Kids Holiday Program Mens Mental Health Group Dance/Expression for Mental Health Food for Wellbeing	KYDS Counselling two days a week Writing for Wellbeing Art for Life Crafts for kids (mirco community of Art for Life) Intergerational Learning

1.4 Pilot Programs

The following section explains new micro-communities in development as part of our Pilot Programs/Wellbeing initiative. The first Pilot Program will commence by July 2023.

1.4.1 Pilot Program list

Art for Life

Art for Life brings together those most vulnerable in our community, for art, socialisation, and morning tea. This program helps break down social barriers and isolation. Art for Life is for everyone, it is inclusive and but does lean specifically toward low-income earners, those in our community who are isolated, those with disabilities and especially those who suffer from health and wellbeing conditions.

Being able to create, with the help of an art teacher with art therapy has proven to work for those most vulnerable. Our aim is to help those most vulnerable in our community, create inclusiveness, improve wellbeing, and most importantly create community and a sense of belonging.

Art for Life

Group Profile			Group Needs	Other Potential Activities
# People:	F / M:	Ages:	<ul style="list-style-type: none"> • Socially isolated • Developmental issues • Social issues • Cognitive health 	<ul style="list-style-type: none"> ➤ Journal writing ➤ Well-being seminars ➤ Cooking/ nutrition ➤ Meditation ➤ Quiz group ➤ Scrabble ➤ Bridge group ➤ Community talks
15-20	70% / 30%	40-70		
<ul style="list-style-type: none"> • Live locally • Multicultural 				
Club Activities			Potential Extensions	
<ul style="list-style-type: none"> • Chat with each other • Learn to draw or paint • Art exhibition 			<ul style="list-style-type: none"> • School kids • Working people • Seniors at risk (cognitive decline) 	
What do we need to make it happen?				
Funding:	<ul style="list-style-type: none"> • \$10k for 12 months. [What is this funding for?] – Teacher cost & materials 			
Technology:	<ul style="list-style-type: none"> • Booking done through Timely. • Website redesign to reflect more information rolling calendar on home page (incl. daily activities) 			
People:	<ul style="list-style-type: none"> • Art teacher 			
Other:	<ul style="list-style-type: none"> • Data tracking – Weekly attendance via Timely • Success rating questionnaire at end of course • End of term questionnaire 			

KYDS – Youth Development

Australia is currently in a youth mental health crisis. North Sydney has one of the highest rates of youth suicide. Our aim with KYDS Youth Development is to offer a safe, non-clinical environment (which has been proven to be more effective) for those under the age of 19 to seek professional support and help.

KYDS currently have a waiting list of over 200 youth needing to receive support. Our goal is to offer a space for KYDS Counselling five days a week, starting with two days. This is a much-needed service which can help support those most vulnerable in our community.

Group Profile			Group Needs	Other Potential Activities
# People:	F / M:	Ages:	<ul style="list-style-type: none"> • Socially isolated • Mental health (depression, anxiety and trauma) • Social issues – family, school • Support & guidance • Development • Self esteem 	<ul style="list-style-type: none"> ➤ Guardian/parents/child group activities ➤ Music therapy ➤ Dance therapy ➤ Team building exercise ➤ Kids journaling ➤ Art therapy ➤ Community talks targeting parents/guardians
10/week	50% / 50%	8-19		
<ul style="list-style-type: none"> • Live locally • Multicultural • Socio-economic diversity 			Club Activities	Potential Extensions
<ul style="list-style-type: none"> • One to one counselling • Stress management • Behavioural therapy • Coping strategies • Communication 			<ul style="list-style-type: none"> • Parents/guardians • Grand parents • Siblings • Teacher/mentor • Friends • Full time counsellor - GOAL 	
What do we need to make it happen?				
Funding:	<ul style="list-style-type: none"> • \$8k for 12 months (room hire) + Counsellor fees 2 days/wk \$36k (provided by KYDS) 			
Technology:	<ul style="list-style-type: none"> • Booking done through Timely. 			
People:	<ul style="list-style-type: none"> • Psychologist 			
Other:	<ul style="list-style-type: none"> • Data tracking – Weekly attendance via Timely • Psychologist assessment report • Yearly report provided by KYDS 			

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Writing for Wellbeing

Our community has been hit hard over the last few years. We have seen an increase in socially isolated, financially disadvantaged (especially seniors) and a considerable increase in members of our community suffering anxiety/depression. Many feel worthless. This has a direct impact on their physical and mental well-being.

Our Writing for Wellbeing project not only helps bring members of our community together to reduce social isolation, but gives them a sense of being, it builds self-esteem and creates a sense of belonging. We hope to share their stories, to not only help them, but others who are in the same situation. We want our community to know they are never alone.

We will be providing a much-needed meal with this project, which is important as many are going without meals to help make ends meet.

Group Profile			Group Needs	Other Potential Activities
# People:	F / M:	Ages:	<ul style="list-style-type: none"> • Socially isolated • Developmental issues • Social issues • Cognitive health 	<ul style="list-style-type: none"> ➤ Well-being for seniors ➤ Well-being seminars ➤ Cooking/ nutrition ➤ Meditation ➤ Quiz group ➤ Scrabble ➤ Bridge group ➤ Community talks
15-20	50% / 50%	40-90		
<ul style="list-style-type: none"> • Live locally • Multicultural 				
Club Activities			Potential Extensions	
<ul style="list-style-type: none"> • Chat with each other • Learn to express (emotions/achievements) • Published journal 			<ul style="list-style-type: none"> • School kids • Working people • Seniors at risk (cognitive decline) 	
What do we need to make it happen?				
Funding:	<ul style="list-style-type: none"> • \$20k for 12 months. Teacher cost & materials 			
Technology:	<ul style="list-style-type: none"> • Booking done through Timely. • Website redesign to reflect more information rolling calendar on home page (incl. daily activities) 			
People:	<ul style="list-style-type: none"> • Teacher 			
Other:	<ul style="list-style-type: none"> • Data tracking – Weekly attendance via Timely • Success rating questionnaire at end of course • End of term questionnaire 			

Youth/ Schools Program - Intergenerational Playgroup

The objective of this program is to engage school students in purposeful discussions and activities with elders. The elders may reside at an aged care home, retirement village, their own home or belong to a senior's group. The discussions and activities are mentally stimulating for all age groups, due to the subjects being based on the school curriculum, cultural events or other mutually agreed topics.

Outcomes for students include increases in vocabulary, improvements in conversational language skills and self-confidence while fostering empathy, socio-emotional learning, interpersonal and non-verbal communication skills.

The outcomes for seniors/elders are a sense of purpose, a sense of belonging and most importantly a sense of purpose. Bringing together two often vulnerable groups has been proven to enrich the lives of both young and old, break down age barriers and increase mental health and wellbeing.

Group Profile			Group Needs	Other Potential Activities
# People:	F / M:	Ages:	<ul style="list-style-type: none"> Stimulation (cognitive) Socialisation Connection Isolation Wellbeing (physical & mental) Bonding Community Self esteem Development Relationship building 	<ul style="list-style-type: none"> Grand parents/child group activities Music therapy Dance therapy Team building exercise Painting Cooking
10 -20	50% / 50%	2-100		
<ul style="list-style-type: none"> Live locally Multicultural Socio-economic diversity 				
Club Activities			Potential Extensions	
<ul style="list-style-type: none"> Creative/art Music & movement Acting therapy Cognitive therapy Physical challenges/fun games Reading Gardening 			<ul style="list-style-type: none"> Family integration Community integration (eg: local schools, retirement villages) 	
What do we need to make it happen?				
Funding:	<ul style="list-style-type: none"> Facilitator/teacher fees \$20k + \$10k materials (Annual funding from council which is to be used for programming + Luna Park) 			
Technology:	<ul style="list-style-type: none"> Booking done through Timely. 			
People:	<ul style="list-style-type: none"> Facilitator/teacher 			
Other:	<ul style="list-style-type: none"> Data tracking – Weekly attendance via Timely Success rating questionnaire at end of course 			

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1.4.2 Pilot Program Implementation Plan

Recruitment

Feedback from teacher/ psychologist/ tutor/ facilitator, general observation, and communication. From experience, we have found sub-committees are developed organically with a key identifier/personality in the group who is passionate about expanding knowledge, experience from their wider community.

Support Resources

Offering space, volunteers, digital platforms to raise awareness, flyers/free stall in the market. Knowledge from existing groups/facilitators.

Implement Trial

Identify the key person to run the group. Raise awareness of the proposed group via publicity through digital media, traditional media, and current group networks. Develop a course/ program overview for each trial. (e.g., Personal History Writing for Mental Wellbeing)

Tracking

Attendance through our online booking system, data tracking, success surveys, Portable digital feedback system. This allows us to monitor progress and enable us to demonstrate the success to possible funding supporters.

Review

Each program will be evaluated through the program checklist, to assess if this meets our key objectives (strategic and/or financial requirements).

Revise & Retest

Has this program delivered? Is the program financially viable to continue and has it met the expectations of the participants/facilitator and KNC. We will have a checklist to monitor success.

Promotion of Pilot Programs

All programs to be pushed out within the council network, KNC digital platforms, cross pollination opportunities (share/tag with partners), the markets (foot traffic 8,000+) and media exposure via media partners such as North Sydney Sun, Northsider magazine, etc.

2. ENSURING SUSTAINABLE REVENUE STREAMS

2.1 KNC's Existing Revenue Streams

The three main revenue streams for KNC are the Kirribilli Markets, Room Hire and Courses & Workshops.

2.1.1 The Kirribilli Markets



NSC (North Sydney Council) allow KNC to run 35 markets throughout the year by giving us use of Bradfield Park Bowling Green, Gravel, and Burton Street Tunnel. NSC further support with waste management (bins) and forgo parking revenue on market days, which allows KNC to run the markets. NSC 15-year plan is to grow markets, encourage sustainability, tourism, awareness, and community via way of markets (markets are a big focus for NSC). NSC have committed to support KNC with market space and associated costs. The Kirribilli Markets are identified by NSC as being one of Sydney's most iconic tourist attractions.

Please note that the number of markets has increased from 25 to 35 markets per year. This increase was effective from July 2023. The additional markets have been given to KNC as our funding from Bradfield Park Carers Program ceased and we will be impacted from the Cycle Way construction. The additional markets will enable KNC to remain financially viable. We appreciate NSC's ongoing support and commitment to KNC.

Numbers and calendar

We are currently running the market at 180 stalls x \$110 per stall x 35 markets:

- There are 35 total markets.
- Each market has 220 stalls. The budget forecast is typically based on an assumption of 180 stalls (i.e., 80% of the total number), whilst allowing the additional 20% for vacancies.

- For FY22, an estimated income of \$521k is expected.

As at May 2023 TfNSW are moving forward with their proposal to put in a new bike ramp. This affects our Markets and revenue considerably.

The Kirribilli Markets is currently undergoing change. It is our focus to ensure the markets function without disruption when construction starts. To enable this to happen we need to.

- Move forward as if the move is 100% going ahead.
- Continue and grow our relationship with TfNSW and its contractors to ensure a smooth transition.
- Ensure our back end and front-end website (which includes our booking system and revenue stream) is transferred without impact to our income.
- Ensure the public are updated with progress.
- Ensure all marketing tools are updated.
- Ensure communication with our key stakeholders (stallholders) via front facing interaction and written communication.

Fees and increases

- The price per stall has almost doubled in FY22 from \$75 to \$130. An average price of \$120 is taken for the budget forecast.
- Kirribilli Markets intends to increase prices in line with market trends, competition, CPI (cost price index) and services supplied. We take into account the small businesses/stallholders and support with a cost friendly (but financially beneficial to the markets) structure.
- We had a substantial price increase from \$70 to \$90 and then to \$130. The last price increase was not received well but was necessary for us to sustain and grow the markets and achieve revenue outcomes.
- A review of prices on a yearly basis, taking into consideration the market, our competitors & costs. This does not necessarily mean a YOY increase.

Staffing

Retaining staff for the markets is imperative. Reliable staff, especially with a growing market and a 5.30am start, and ad hoc workdays, means staff are hard to find. Retaining reliable staff is crucial to the performance and profitability of the market.

2.1.2 Room Hire



Numbers and calendar

An estimated income of \$125k from room hire is expected for the 2022-2023 financial year. The number of rooms hired has increased steadily over the past year, due to stronger community relationships and relaxation of stringent Covid rules.

We currently have eight rentable rooms. The purpose of these rooms is to provide our community with a safe, inclusive environment at an affordable rate. The expectation is that these rooms are provided when needed to the community for community use (such as programs that enrich our community and programs provided by KNC that meet this criteria). The direction from council is our rooms are for our community and not for commercial purposes. The average rent per hour is \$25. The rooms are air-conditioned, they have Wi-Fi and are furnished. There are two smart TVs available on request.

The upkeep of the building including the rooms is the responsibility of the NSC. With this in mind we currently require new carpet and some upgrades such as paint and touch ups. The building is heritage listed and comes with a list of requirements that can make any in-house improvements problematic (e.g., attachments to the walls). Furnishing of the rooms is the responsibility of KNC. Therefore, soft furnishings need to be updated/cleaned to ensure a comfortable, clean, and desirable rentable room. Prices have increased year-on-year. However, we need to keep our prices at an affordable rate to meet council expectations.

Next Steps

Our objective is to run more programs from KNC, which would mean greater usage for programs verses room hire. However, we can increase room hire in off-peak times by strengthening our relations with local community partners.

Our goal is to capitalise on our unique position, our heritage building and our sense of community to grow our room hire. We are in the unique position with our Centre being inclusive to everyone in our community.

We are aiming to increase room hire by focusing on:

- Stronger visibility within the community
- Stronger marketing presence
- School holiday programs
- Sell our unique location and rooms (especially the gallery)
- Increase party hireage in the weekends.
- Target multicultural communities who have large networks

2.1.3 Courses & Workshops



KNC is committed to running courses (programs) that are beneficial for the community, in line with our static plan. We aim to run 'cost neutral' courses that benefit our community. Either funded, participant cost, or volunteer run.

In addition to paid courses and workshops, KNC run free groups for the community such knitting, scrabble, bridge.

An estimated income of \$53,000 from room hire is expected for the 2022-2023 financial year.

Current Courses & Workshops

- Health & Wellbeing
- Arts & Crafts
- Community groups such as knitting, scrabble, bridge.

Next Steps

Our objective is to run more courses from KNC in peak times that best suits the community such as after work before work when it is more assessable to a greater audience.

Our goal is to run courses and workshops that appeal to our community. Health and wellbeing are the most well received.

We are aiming to increase revenue from courses and workshops by focusing on:

- Building stronger visibility within the community,
- Ensuring a stronger marketing presence,

- Organising school holiday workshops,
- Selling our unique location and rooms (especially the gallery) for art workshops, and
- Targeting multicultural communities who have large networks.

2.1.4 Grants

Council Grants

Annual grant from Council of around \$72,000. The Council provide the building and markets, which financially enable KNC to run and provide a space for the community.

Small grant program which runs throughout the year via NSC. Each amount can be up to \$2,000 and can run up to four per year.

Clubs Grants. This is an annual grant of up to 20k to fund one program for the FY.

2.1.5 Forsyth Park

Forsyth Park is offered to KNC by the North Sydney Council. It has some limitations due to its location and lack of foot traffic. It is best suited to a long term not for profit subleasing arrangements of this space. At the present, we are letting it on a short-term ad hoc basis. This running cost of Forsyth Park is \$3,000 (incl. power, security, and telecommunications). We are currently making \$5,000 per year on an ad hoc basis.

Our aim is to rent Forsyth Park on a long-term basis at a cost of \$10,000 minimum. Under the terms and conditions, we can only rent this to a not for profit.

We are currently in talks with the North Sydney Council to look at possible partnerships to enable better use of the space and generate more revenue (e.g. art space or aged care sublet).

2.2 Ideas for New Revenue Streams

2.2.1 Sponsorships

Objective: To raise enough funds to pay for the ongoing support and promotion of each 'Micro-Community.'

Target: Building to \$100k p.a. by end of 2024

Strategy:

- Target owners of small to medium businesses (10-50 people) who operate out of premises in the North Sydney LGA
- Ask them to be a sole or supporting sponsor, for a 12-month period, a specific project that proves its viability and worth over at least a 6-month period.
- Position their support/contribution as an integral part of their **Environmental Social & Governance policy**. (ESG) Additionally, they can promote involvement as proof that they are an 'Employer of Choice.'
- Involve their staff in delivering/supporting their sponsored program.

Activities:

- Present the KNC and the sponsored program to their staff and invite them to participate in delivering /supporting relevant program activities.
- Host a once year function that brings all sponsors together and connect them so as to form another Micro Community
- Promote sponsorships on our: website; premises; market days and public relations activities.

What We Ask For:

- Cash
- Services that we would otherwise have to pay for, e.g., web design, marketing, PR, legal, compliance etc.

Actions:

- Develop a list of possible targets. Ask the council if they have a list of businesses, we could target.
- Identify those where we might have a connection e.g., via a board member, local resident, volunteer etc.
- Develop a format/content for making an enquiry, having a discussion, and 'selling' them on the sponsorship for a 12-month trial.
- Start pitching when we have one or more proven micro communities.

2.2.2 Donations

Targeting individuals who are unlikely to have the funds to be 'sponsors' ask them to agree to *donate a small amount on a regular basis*. E.g., \$5, 10, 15 per month
Target: building to \$20k p.a. by end 2024.

Donations will help cover the cost of supporting our Micro Communities, not KNC operating costs and the like. Acknowledge people on our website – if they agree to.

- From residents.
- From businesses.
- From associations/ clubs/ schools.

2.2.3 Investments

- Term deposits.

3. DRIVING MARKETING & PROMOTIONS

3.1 Websites

3.1.1 The Kirribilli Markets Website

The markets website has been redesigned. Currently, it works well and is a complete booking platform. The website is updated in-house and is efficient. As we use the site and as the markets grow and evolve, we will do updates to keep up with market trends and consumer expectations.

3.1.2 KNC Website

The current KNC website needs upgrading. A comprehensive site offering a more interactive & user-friendly experience would be beneficial. The KNC website consists of:

- Sub communities
- Notice boards
- Video tips from our health experts
- More user friendly
- A front-page rolling calendar
- Mental health tips
- Free service bookings (JP, legal service)

3.2 Social Media

- Kirribilli Markets Instagram 10,500 followers continued growth YOY.
- Kirribilli Markets Facebook 16,000 followers continued growth YOY.
- KNC Instagram 927 followers continued growth YOY.
- KNC Facebook 1000 followers continued growth YOY.

There is a strategy in place for all social media. Tagging, sharing, promotion. Growth continues organically without a large spend, and with a more aggressive Meta promotional campaign these numbers will continue to increase. Both KNC and Kirribilli Markets continue to promote new digital platform market trends such as reels (video) which enhance the platform and encourage growth.

Social media is time intensive and 24/7. It is a beast that needs to be fed. Most businesses have a full-time social media person. Both KNC and Kirribilli Markets are obtaining growth with the limited resources on hand.

The plan is to have a more structured process in place, utilise Meta's new online tools such as scheduling and dedicated days for social media.

3.3 Paid Mainstream Media

- With our limited budget paid mainstream media does not perform for KNC. KNC has found more niche titles with a community focus deliver a better response.
- KNC currently advertises with Northsider Magazine each quarter. This magazine sticks around and captures.
- Readership is up to 45k readers per issue.

- (Based on 3-4 readers per copy)
- Available in 15 suburbs including Kirribilli, Milsons Point, McMahon's Point, Lavender Bay, North Sydney, Cammeray, Crow's Nest, Neutral Bay, Kurraba Point, Cremorne Point, Waverley, St Leonards, Cremorne, Northbridge, Mosman (St Leonards, Cremorne, Mosman, and Northbridge are venue only, no letterboxing in these suburbs)
- Letter-boxed and available in over 150 venues, including every room at the View Hotel in North Sydney.
- Strong and authentic local social audience with 5400 followers on social media (IG and FB) with a reach on Instagram per quarter of 14k.
- Social followers are a good split with 66% women and 33% men.
- In the last quarter, the average time viewers spent on the Northsider website was a huge 12 minutes 38 seconds!
- KNC and Kirribilli Markets receive media coverage (free editorial) with Northsider, Mosman Daily, The Daily Telegraph online media platform, Tourism NSW

3.4 Unpaid Media Exposure

- Editorial in publications and online such as Northsider, Mosman Daily, North Sydney Sun. Building strategic relationships with key media is imperative to achieve exposure at no cost.
- Flyer campaign with North Sydney Council which is distributed by NSC to their network.
- Editorial submission to various media (not guaranteed, but with time poor and limited journalists in media stream media, the opportunity to obtain free media by supplying print ready content is high).
- Cross population social media platforms

3.5 Owned Media

- Within the Markets
- Market stall promoting KNC services.
- Within/outside the Centre
- Flyers

3.6 Public Relations

Strong relationships with key media, council, businesses, schools, tourism agencies, state government agencies.

4. BUILDING A BEST-IN-CLASS ORGANISATION

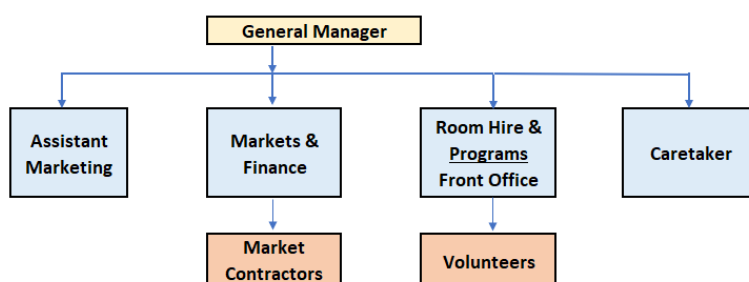
4.1 Staff

Numbers

Five staff: Four full time and one part time staff members.

Positions/ Org Chart

Kirribilli Neighbourhood Centre - Organisational Chart



4.2 Resources

- Offices/ Furniture
- IT
- Volunteers
- A volunteer registry has been set up and numbers are continuing to grow. Our long-term goal is to utilise volunteers for some shortfall in staffing, such as front office back-up.
- Other

4.3 Premises

KNC is offered the building at 16-18 Fitzroy Street, Kirribilli by NSC for peppercorn rent each year. The building is offered under a joint strategic plan initiative with the sole purpose of serving the local community. The expectation is the building is not for commercial purposes and must adhere to strict guidelines.

- Not for profit
- Community Groups
- External area for community use
- Charity group use
- Low rental rooms for the community
- Programs for the community

Internal and external maintenance and upgrades are provided by North Sydney Council. This includes garden maintenance once a fortnight, building maintenance, any heritage restoration, plumbing, electrical. All maintenance work is carried out by NSC listed contractors only.



ANNUAL REPORT

2022-2023



Attachment 10.5.6

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WHO WE ARE

The Kirribilli Neighbourhood Centre (KNC) 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 KNC 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 KNC also manages the popular

OUR COMMUNITY, OUR CENTRE

Bringing people together and supporting our community.

KNC is a not-for-profit neighbourhood centre in the heart of Kirribilli. Our aim is to support, enrich, encourage, and bring our community together. Our community's wellbeing is always top of mind.

We are a vibrant, happy, safe, and welcoming centre for everyone. We offer services, programs, support and are proud to deliver a wide range of programs and events.

This year has been about bringing our community together and supporting one another. We have invited our community to get involved, which has been embraced tenfold. We have more volunteers, who help with a myriad of things such

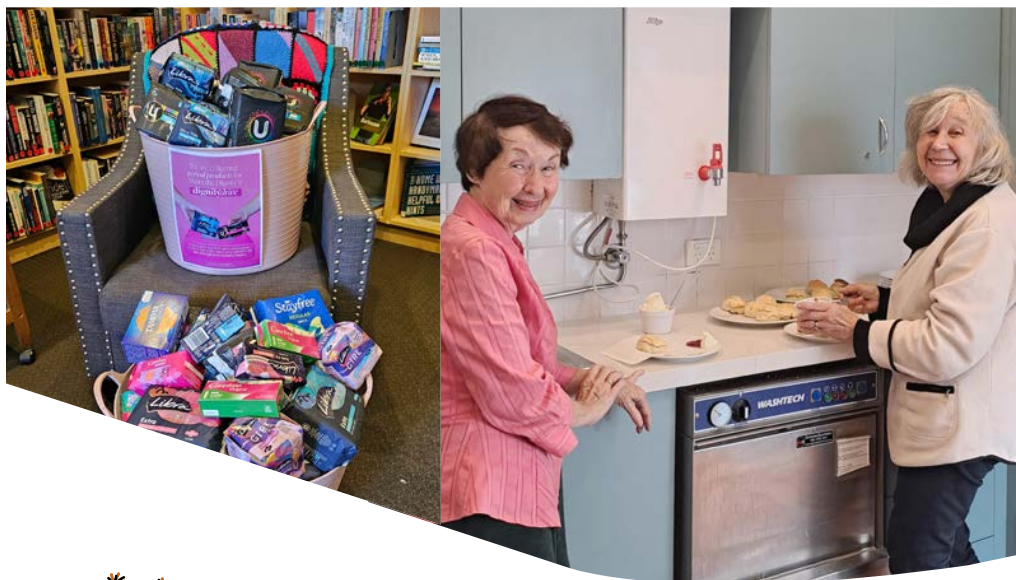
as helping people come to the Centre that are no longer able to walk themselves, supported others who needed a chat, checked in on neighbourhood who lived alone, baked for those that were financially struggling, and generally keeping an eye out on each other.

We had members of our community offering their services such as JP, legal advice, baking and much more.

We pride ourselves on being a place for everyone to gather, feel supported, to meet, chat, make friends and most importantly to feel they belong.

We have a wonderful neighbourhood that we are proud to be part of.





MESSAGE FROM THE CHAIR

The last financial year can be characterized as a year of transition, consolidation, and renewal. The General Manager left the organization in August 2022. Several Board members resigned at about the same time. The challenge for the Centre was to continue to operate while we renewed the Board and searched for a new General Manager.

We now have a highly skilled Board, and I am pleased to say that we also have a new General Manager. Jo Harvey our new General Manager, has been with the Centre for a few years. Her energy, dedication and commitment to the Centre is exceptional.

As I am making this report today, I am humbled and tremendously thankful for the energy and support given to me and to the Centre by my fellow Board Members. I would also like to thank and acknowledge the energy, commitment, and tenacity of our small team, now led by Jo Harvey. Our Centre has emerged from the challenges of Covid closures, adverse weather events affecting the profitability of our main financial income stream, the famous Kirribilli Markets, stronger and better prepared for the future.

In the last year, we appointed a new General Manager, updated our constitution, introduced several policies and controls, updated/rewrote the Strategic Plan, strengthened links with Council staff and most importantly, introduced many new programs supporting our community. It is pleasing to see people attending programs, whether it's guitar lessons, yoga or bringing their children or grandchildren to the playground. Whenever I visit the Centre, I feel a sense of renewed energy about the place.

The upcoming financial year is not without its challenges. This is the first year that we see the financial impact on the Centre since the loss of the government funding for a Carer's program we had at the Centre. In the past two years, we were

fortunate enough to have government support due the Covid pandemic so the financial impact of the loss of the government funding was not evident on our bottom line. In response to the financial challenge, the team has been incredibly successful in gaining an additional 10 market days for the coming year. The additional market days will allow the Centre to meet its financial plan. However, they are a significant challenge for the small team at the Centre, so we need to monitor the situation closely.

In addition, a major challenge coming our way is the construction of the bike ramp which will replace the stairs currently used by cyclists and will cause disruption to the operation of the markets. Construction is due to start around January/February 2024. The staff are in constant communication with TfNSW to find ways to minimize the impact on the operation of the markets.

I look forward to seeing the Centre thrive and develop further in the coming financial year.

In closing I would like to thank everyone involved with the Centre again. We could not do it without you, and I am sure the staff are looking forward to your continued support.

Efi Farmakalidis
CHAIR

SUPPORTING OUR COMMUNITY

Bringing people together and supporting our community.

It is important for KNC and our community to give back and help those that need it most. This year we supported Share the Dignity, helping women with period poverty by collecting sanitary products, our knitting group knitted scarfs, beanies, and blankets for those financially disadvantaged and the homeless, we provided Marys House with Christmas Hampers, so children and their mums could enjoy Christmas, we helped NBWS (Northern Beaches Women's Shelter) who cater for women on the North Shore and Northern Beaches by providing new bedding and

women's hygiene products and we supported The Ukrainian Women's Refugee Group by providing a safe space for them to gather, learn, heal and participant in free activities like meditation, Pilates and talks.

Our community comes together to help those that need it most. We gather, support, and encourage, engage, and put our community first.

We have a wonderful neighbourhood that we are proud to be part of and we thank everyone who came together and helped us create this welcoming & caring environment.



MESSAGE FROM THE GENERAL MANAGER

By far the biggest highlight this year has been an increase in visitors, classes, wellbeing programs, events, and services.

KNC has once again become the hub of our community. We have engaged more; we have provided more services and developed more programs that assist our community. Programs such as Writing for Wellbeing, Art for the Community, Ukrainian Women's Refugee Support Program, Mens Mental Health Group, The Good Life Program & Wellbeing for Seniors have instrumental in the wellbeing of our community. Our health and fitness programs continue to grow. We have a dedicated group of teachers and volunteers who continue to support us and make our programs so successful.

We have partnered with KYDS, and now offer free counselling to children aged 8-18 three days a week. Our long-term goal is to offer this invaluable service five days a week. This has certainly been a valuable addition to our offerings.

We have dedicated space and time to several charities, which our local community have supported such as Mary's House, Share the Dignity and Homeless Initiatives.

Our events such as African Drumming, Christmas for Kids and our popular Seniors Luncheon were a big success. Our aim is to provide events that bring our community together, connect and most of all reduce social isolation.

The Kirribilli Markets, our largest source of income, have gone from strength to strength with increased foot traffic and stallholder numbers. The markets are a favourite with both locals and visitors and continues to be voted one of Sydney's best markets. The markets team are dedicated, hardworking and extremely passionate. Our objective has always been to ensure we support local and small businesses, while creating a community space for all to enjoy.

We have worked hard to ensure our Centre moves into the new FY with a solid financial foundation.

I would like to thank Norths in Cammeray for the Clubs Grant which allowed us to run our popular Art for the Community program. This program has been a big

success in bringing our community together with creativity, reducing social isolation and most importantly inclusiveness. Our staff and board are committed to continuing to run this program into the future.

Thank you to our community, our wonderful volunteers, Norths Club and North Sydney Council for their continued support.

Thank you to our accountants Seng and Luan from Refuge Accounting and most importantly to our fantastic markets team, who have been instrumental in the success of our popular Kirribilli Markets.

Special mention must go to our board and staff. I would like to thank the board for their support and guidance, which I am incredibly grateful for. We have a board dedicated to KNC and our community which has helped drive our direction and success this year.

To our dedicated team here at KNC, Arie, Dianne & Roger, your hard work never goes unnoticed. This year's success is down to their dedication and passion for KNC. They have gone above and beyond to help bring our centre to life and deliver upon our strategic plan.

It is an absolute pleasure to see our centre thrive and our community come together.

Jo Harvey
GENERAL MANAGER

SPECIAL MENTION

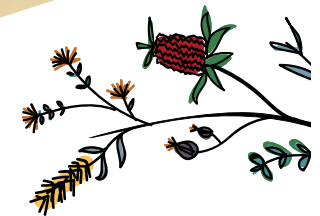
It is with much sadness that Philip Kauta passed away in January. Phil was a much-loved member of our KNC and markets family for over 17 years. Always smiling, laughing, singing, supporting, and helping make sure KNC and the markets were in tip-top shape. Phil was an absolute legend and a friend to us all. He will be missed.



Philip



Attachment 10.5.6



MARKETING, PROGRAMMING AND ROOM HIRE

HIGHLIGHTS

The biggest highlight has been an increase in visitors, users, classes, programs, events, and services provided this year at KNC. The centre has once again become the hub of our community. We have engaged more; we have provided more services and developed more programs that assist our community.

It has been an absolute joy to see the Centre come to life.

MARKETING

This year our marketing campaign was more targeted and robust across both KNC and The Kirribilli Markets. We received editorial coverage from local newspapers, magazines, and tourism websites. KNC was regularly mentioned in our local magazine with our charity

drives and programs for the community. Kirribilli Markets were voted within the top 10 markets nationwide.

Our inhouse marketing strategies have proven successful across our multi-digital platforms. Hard work and a dedicated team have ensured continued growth.

KNC
Facebook 1,100
up by 15% YOY
Instagram 1222
up by 30% YOY

KIRRIBILLI MARKETS
Facebook 16,000
up by 20% YOY
Instagram 13,000
up by 35% YOY

The KNC website continues to evolve as we introduce new programs and wellbeing initiatives. Traffic to the site

has increased considerably.

The Kirribilli Markets redesign has been a big success, with regular updates, live information, interactive features and a more robust offering to our customers. The site traffic has almost doubled over the last year. We have continued to evolve with our market offering and deliver more to our customers.

FOOT TRAFFIC/ VISITORS

Foot traffic and visitors to KNC and our Markets continues to grow. KNC visitor numbers are sitting at 3,000 locals using/visiting our centre each month. Markets visitor numbers remain high at over 10,000 (average) per market.

PROGRAMS

Our health and wellbeing programs continue to grow,



Attachment 10.5.6



with additional classes being scheduled to keep up with demand. We have introduced many new programs such as The Good Life Program, which investigates wellbeing and happiness through philosophy, Meditation for beginners and Refugee Wellbeing, which caters for women who have left the war in Ukraine.

Our Art for the Community program has been a big success. This program helps bring our community together through art. It is an all-inclusive program that helps relieve stress, inspire creativity and that is extremely beneficial for mental health and well-being. We would like to thank Norths for their funding and support of this extremely valuable program.

Our one-off community talks such as the 'Good Grief' session provided valuable information to our community in a non-clinical environment. Being able to deliver helpful information to those that need it, has been a highlight.

This year we delivered free services to our community such as legal advice, JP services and counselling. We are proud to continue these valuable services.

Our free programs for those who are financially disadvantaged, socially

isolated or those in our community who crave comfort, company and companionship continued to grow, with increased numbers. Our Scrabble and Scones, Bride Group & Conversations in English continue to provide a space to meet, gather and socialise.

Our programs continue to thrive and grow, with the emphasis on the well-being of our community. We are proud to deliver a varied and substantial program list that reaches all ages, which is beneficial to our community.

SERVICES

We are extremely proud to have delivered a number of free services to our community such as legal advice, JP services, counselling for children and informative talks/informative sessions.

The addition of KYDS here at KNC has been a highlight. Being able to offer free counselling to children in our area is something we are extremely proud of. Our aim is to extend this valuable service from three days a week to five days a week.

EVENTS

We had several community events that were extremely popular. Our event numbers grew, and bookings have started to come in for the next years events, which is a great result.

Our popular Annual Seniors Week Luncheon was a big hit, with record numbers. This is an important event for us, to be able to honour and celebrate our seniors. It is a wonderful lunch where friends are made, and our community come together.

This year's Christmas Party for Kids was a massive success. It was the largest event to date. Bringing our community of parents and their children together over Christmas fun was a wonderful way to end the year. We would like to thank Luna Park for their support.

Our annual cultural event brought our community together over music and drumming. This was not only a highlight for kids, but parents also.

ROOM HIRE

Room Hire has increased YOY with more locals utilising our rooms for music, art, gatherings, functions, small group talks, working away from the home, parties etc.

Our goal has been to provide a safe, friendly, community driven space for everyone to enjoy.

Our Courtyard continues to remain a meeting place for families with a focus of connection and fun.

CHARITY

It is important for KNC and our community to give back and help those that need it most. This year we supported.

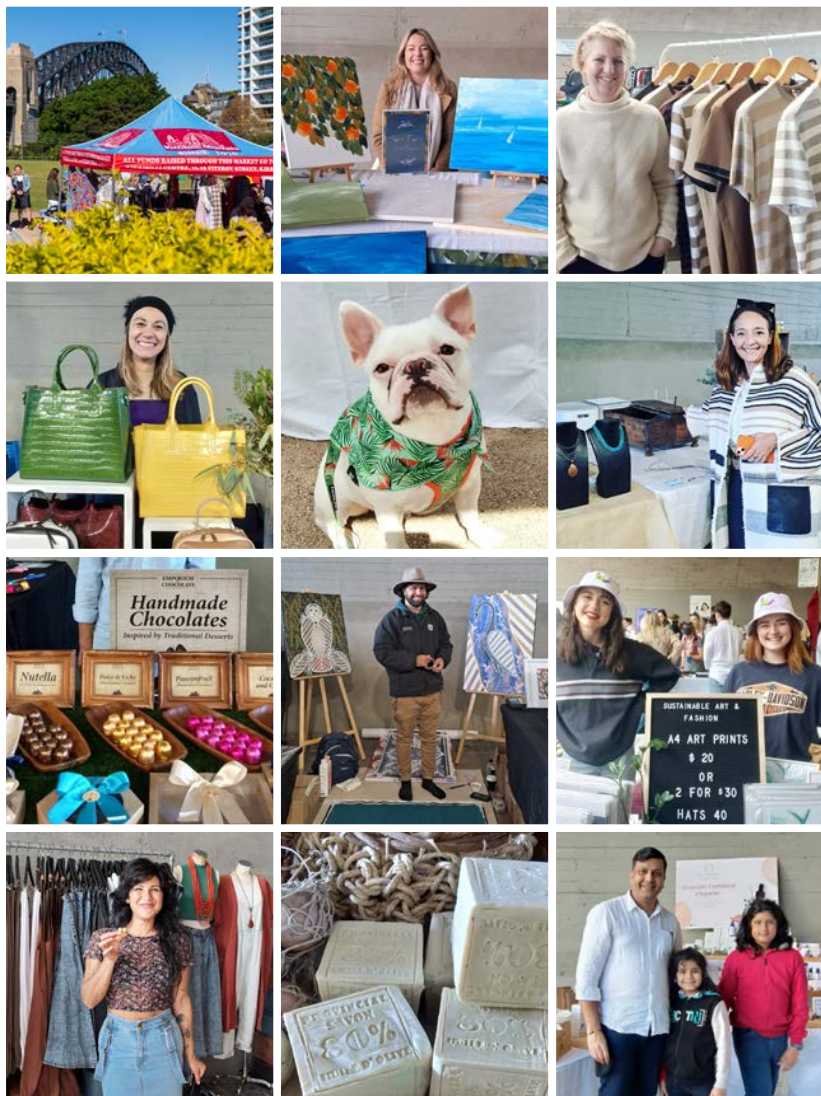
- Share the Dignity, helping women with period poverty.
- Our knitting group has knitted scarfs, beanies and blankets for those financially disadvantaged and the homeless.
- Marys House. We provide Christmas Hampers

- NBWS (Northern Beaches Women's Shelter) who cater for women on the North Shore and Northern Beaches. We provided bedding and women's hygiene products.
- Children with cancer big day out.
- Supporting Ukrainian Refugees

NEW PROGRAMS

In addition to our already extensive program list, we have been delighted to add the below this year.

- Mindfulness and Calm
- Yoga
- Additional Pilates classes added
- Barre Class
- KYDS free youth counselling
- Mens Mental Health Group
- Ukrainian Woman's Group
- The Good Life Program
- Art for Wellbeing
- Writing for Wellbeing
- Seniors Socialisation
- Free Legal Advice



Attachment 10.5.6

MARKETS REPORT

The Kirribilli Markets achieved the highest revenue since its inception. This result was achieved by hard work from our team, a new marketing strategy with an emphasis on utilising our digital platforms and a more robust market day plan. Our relationship with stallholders has strengthened and our streamlined systems and new integrated website has all attributed to this result.

Our team are continuing to review our processes and stalls, which enables us to deliver a quality market to consumers.

This financial year only one market was cancelled in the second quarter due to severe weather conditions.

The demand for stall bookings remained high as always. As and when the domestic and international travel restrictions eased, the markets started running at increased capacity. As of June 2023, we have 476 approved tunnel stallholders out of a total capacity of 85 stalls per market. We have 266 approved gourmet food stallholders out of a total capacity of 10 stalls per market.

As a result, the market income improved compared to last financial year.

The foot traffic to the market also increased as evident from 10 additional garbage bins per market allotted by the North Sydney Council.

The total booking for the period consists of pre-loved/charity stalls 28%, food stalls 12% and the balance 60% from the small businesses/startups.

We have made a commitment to support charities and have provided free stalls to Greenway Tenants Group charity, Children's Cancer Institute Ladies Committee, Kirribilli Writers Group, 1Million Women, Bob Brown Foundation, Turkey Earthquake Donation and North Sydney Council-feedback from community.

The markets run smoothly due to the fantastic efforts of our very hard-working Markets team and wonderful support from the local community.

Thank you to all stallholders, visitors, market-team, KNC management, North Sydney Council and our local community for making each market a success.





BOARD OF DIRECTORS

AS AT 30 JUNE 2023



Efi Farmakalidis

CHAIR

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 dairy sector across Australia and New Zealand.



Matt McGuire

TREASURER

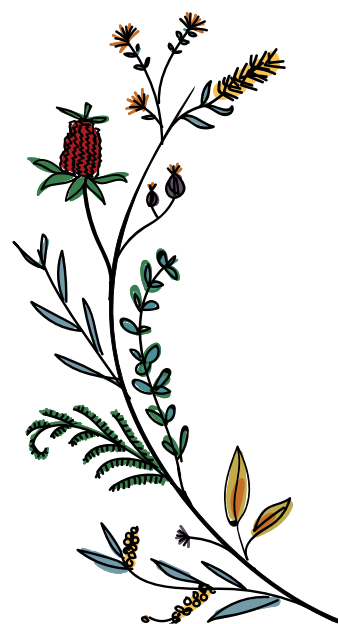
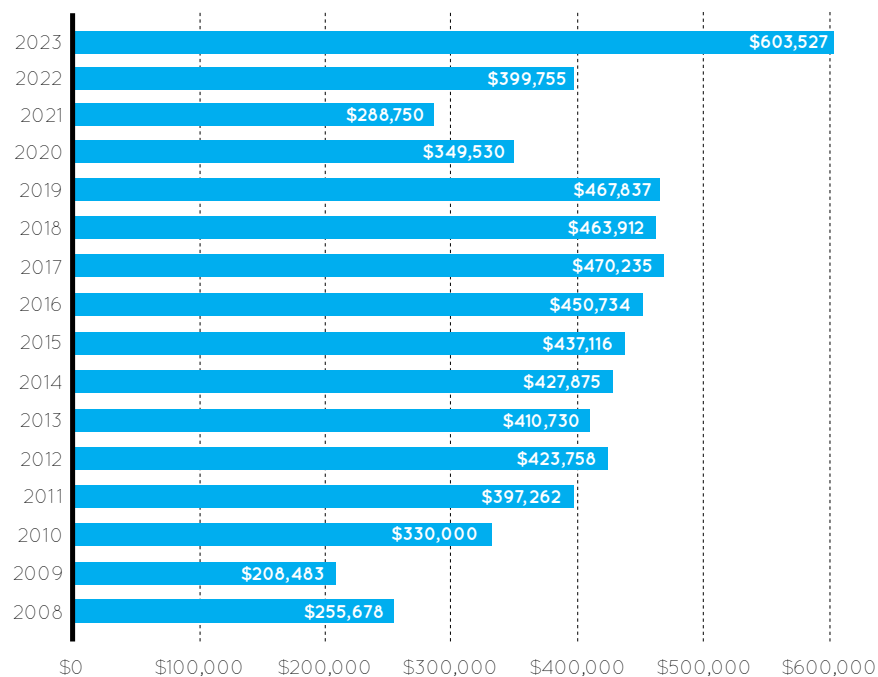
Matt has an extensive track record in leading businesses of scale (\$10 million to \$400 million) across multiple industry sectors spanning Distribution, Manufacturing, ICT, Telecommunications, Finance and Credit industries in Australia and Asia Pacific. Matt has demonstrated outstanding leadership skills as either a CEO or COO and has a proven record of transforming businesses to profitable growth.

For the past 10 years, Matt has focused most recently on business turnarounds and reconstruction roles which require organisational change and discipline that result in profitable revenue growth.

Outside of business Matt is passionate in supporting the community, with a particular interest in assisting the disadvantaged. Matt is focused on supporting those in the disability and mental health arenas.

Matt has worked as a carer assisting people with mental health issues as well as providing in a voluntary capacity his time and skills to several not-for-profit organisations including Life for Koori Kids, OZ Harvest, Cana House and Youth off the Streets.

MARKET INCOME (GROSS)





Michael Donaldson

SECRETARY

Michael is an experienced executive and company director having spent his entire career in banking and financial services. He has held senior roles in multi disciplined sectors including retail, business, corporate and institutional banking and also has an extensive background in funds and wealth management.

Since retiring in 2014 he spends considerable time and effort developing, coaching and mentoring young women across a range of industries and professions. His volunteer and community activities centre around participation in programs caring for Sydney's homeless.

He holds a Bachelor of Business (Accounting) degree, is a Certified Practising Accountant and a Fellow of the Financial Services Institute of Australasia.



David 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 particularly enjoyed helping on the entrances to the re-opened markets after COVID 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.



Katya Dolzhenkova

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 KNC into the future.



Chrissy Blackburn

Chrissy is one of Australia's most experienced and highly regarded strategists. She has been at the forefront of brand planning internationally, as one of the first strategic planners in Australia and subsequently New York as Senior Vice President at Lowe and Partners with strategic planning responsibility for Citibank Visa, Nabisco and Diet Coke. Chrissy experienced was Global qualitative Head of researcher. Strategy atr research agency, The Leading Edge and is a highly She founded strategic consultancy Red Spider in Australia, which she ran for 10 years. Chrissy is currently Managing director of strategic consultancy West 82nd and has created brand strategies for Qantas, Telstra, Australia Post and ASX. Chairman of Judges for the APG Creative Planning Awards, 2020 and 2021 and Finalist judge for the Efies (Advertising effectiveness awards) for the past 10 years.



Neil Ross

Neil's extensive business experience includes Global Head of Marketing for QANTAS; Agency Managing Director for McCann Erickson Sydney; DDB Sydney and Smith Ross & Muir; Board Member for The Advertising Federation Of Australia and The Sydney Biennale; Lecturer and Advisor to the Marketing Faculty At The University Of Sydney.

Neil founded Groupe Amplify in 2009 with the aim of sharing his 30+ years of success in leveraging the awesome power of the well crafted, well delivered spoken word applied to presentations, speeches and talks.

Since 2017 Neil, his wife and two dogs, have lived in High Street North Sydney, returning to the area they first lived in from 1982 to 1990.





Attachment 10.5.6

Brent & Michael

KNC TEAM

Thank you to our talented staff past and present. The following people were employed by The Kirribilli Neighbourhood Centre from 1 July 2022 – 30 June 2023.

General Manager
Jo Harvey (current)
Carl Piraino (resigned August 2022)

Markets, Finance & Venue Officer
Arindam Maiti

Front Office Administrator
Dianne McHatten

Caretaker
Roger Hack

Markets Manager
Arindam Maiti

Markets Assistant
Anirudha Maiti

Markets Assistant
Zak Irfan

Markets Assistant
Lewis Cavender

Markets Assistant/Traffic Controller
Husseyin Zincirci

Markets Assistant/Traffic Controller
William Norrie

Markets Assistant
Phillip Kauta

Markets Assistant
Amandeep Jandu

Markets Assistant
Bilal Ahmed

Markets Assistant
Ozan Zincirci

OUR VOLUNTEERS

We are extremely grateful to have a fantastic group of volunteers, which offer their time, skills, and support. Gretel, Joan, Audrey, Jean, Therese, David, Duncan, Brent, Michael & Pauline have been an integral part of our KNC 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 part of our library team helping Gretel. We could not be happier to have two incredibly passionate women running our library.

Audrey runs our Conversations in English group (which is very popular) and looks after our front office on Friday afternoons. Audrey is a much-loved member of our team and very popular with visitors to the centre.

Terese is our local JP and has been coming to KNC for many years and started in our office over 20 years ago.

Pauline teaches one-on-one English lessons which are extremely valuable to many in our community.

David Cohen and Duncan Ramsay are our volunteer solicitors who offer their

time and expertise to our community. There services are greatly appreciated and are a wonderful addition to our community services.

A thank you to Giuseppe from Sydney Guitar School. Giuseppe volunteers each year at our Seniors Luncheon and plays at our Kirribilli Markets. Giuseppe is a valued member of KNC and much loved by our community.

We would like to make a special mention to the wonderful Jean Martin who works in our front office on Saturdays and teaches computers for seniors. Jean has been one of our longest standing volunteers and is an integral part of our team, we cannot thank her enough for her support and time.

A big thank you to Brent & Michael who kindly gave their time to our popular Sing along and Scones. Brent also runs our Good Life Program.



Audrey



Nella



Gretel



Joan



Giuseppe



Ari



Zak



Lewis



Bill



Husseyin



Amandeep



Bilal



Ozan



THANK YOU

OUR SUPPORTERS/PARTNERS

Our supporters are individuals, families, local businesses, government and non-government organizations. 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
- North Sydney Leagues Club
- Our local Kirribilli businesses
- Sydney Guitar School
- Crow's Nest Centre
- North Sydney Community Centre
- Neutral Bay Community Centre
- Northsider Magazine

OUR VOLUNTEERS

It would not be possible to achieve all that the KNC 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. 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
- Joan Brodie
- Giuseppe Zangari
- Therese Delanty
- David Cohen
- Dick Helle
- Pauline Soon
- Audrey Tonkin
- Duncan Ramsay
- Brent Powis

A big thank you to our wonderful knitting group who continue to provide scarves and beanies for the homeless and those who are financially disadvantaged. This year they knitted beautiful octopuses. These were a huge hit! We sold them for \$10 each and all funds went towards regenerating our kids' play area.

Our legal advice service is extremely valued and is an exceptional service provided to our community. Thank you to David Cohen and Duncan Ramsay for their support.

FINANCIAL HIGHLIGHTS

FOR THE YEAR ENDED 30 JUNE 2023

The Kirribilli Neighbourhood Centre (KNC) experienced a resounding recovery during the 2023 financial year. With the complete abolishment of mandatory COVID-19 shutdowns, the Centre continued to open its doors allowing the community to participate in and enjoy the Centre's wide ranging program offerings and the thriving Kirribilli Markets. The Centre operated without any major adverse impacts in the last financial year, with strong performance of the markets underpinning the financial result.

The Centre reported a surplus of \$76,988 in 2023 compared to a prior year deficit of \$29,080 in 2022. The rebound in the financial result was due to a strong post COVID-19 resurgence in interest in the Centre's offerings such as programs, room hire and largely, the Kirribilli Markets. The Markets experienced strong occupancy rates, and this is indicative of favourable weather conditions and more importantly, the passion, drive and commitment of KNC staff, led by General Manager Jo Harvey.

North Sydney Council have provided exceptional support during the past few years with COVID-19 and this year was no different as the Council has supported the Centre's initiative to put on additional markets to build sustainable financial reserves for the community's future, precipitating disruptions to the Kirribilli Markets from the scheduled Transport NSW bike ramp.

The COVID-19 pandemic has shown us that prudence with cash reserves is vital to be able to weather major disruptions to the Centre's operations. Over the years, sustainable cash reserves in conjunction with the continued financial support from North Sydney Council has continued to allow KNC to operate effectively; retain valuable staff in their key positions, continue running the wonderful community programs and to operate the Kirribilli Markets year on year. The KNC Board have therefore continued to invest cash reserves conservatively in term deposits, with interest returns being continuously

reinvested into the Centre. This will allow the Centre to continue to focus on furthering the implementation of programs that support the Centre's strategy of continued community engagement.

On behalf of the KNC Board, I would like to thank everybody for their support, including the North Sydney Council, North Sydney Leagues Club, all visitors to the Centre and the Kirribilli Markets. We are extremely grateful for the strong patronage of our Kirribilli Market stall holders. Very special thanks go to our staff and volunteers, all of whom who have done an exceptional job at ensuring we can continue to enrich our community, through developing and implementing an increased range of meaningful community programs.

Matt McGuire
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 2023.

Directors

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

Efi Farmakalidis
Matthew Joseph McGuire (Appointed 1 September 2022)
Neil Kenneth Ross
Ekaterina Kravtsova (Resigned 6 September 2023)
Christine Blackburn Porter (Appointed 2 September 2022)
David Harold Cohen (Appointed 11 Oct 2022)
Michael Ian Donaldson (Appointed 16 Nov 2022)
Sam Rockett (Resigned 6 October 2022)
Kate Steenkamp (Resigned 23 September 2022)
David Livermore (Resigned 28 July 2022)
Lisa Liber (Resigned 6 September 2022)

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 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 2023 was \$75,988 (2022: \$29,080 deficit).

Review of operations

The COVID-19 pandemic created unprecedented economic uncertainty and impacted on past results. As restrictions eased, the last twelve months witnessed a resurgence in the Centre's activities, especially with regard to the market stalls income, providing a marked improvement in the year's result. Notwithstanding, uncertain economic events and conditions remain, including inflation, cost of living pressures and increased interest rates. These factors will have separate and distinct effects on the Co-Operative's operations, its future results and financial position.

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 Co-Operative expects to maintain operations and explore other developments in future financial years.

KIRRIBILLI NEIGHBOURHOOD CENTRE CO-OPERATIVE LIMITED ABN 49 171 540 646

DIRECTORS' REPORT (Cont.)

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.

After balance date events

Other than the uncertainty in economic events and conditions, 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 the Co-Operative

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 22 and forms part of the directors' report for financial year ended 30 June 2023.

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

Efi

Director
Dated: 6.9.23



KIRRIBILLI NEIGHBOURHOOD CENTRE CO-OPERATIVE LIMITED
ABN 49 171 540 646

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2023

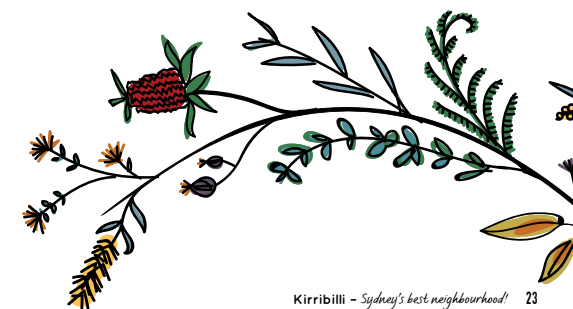
	Note	2023 \$	2022 \$
CLASSIFICATION BY NATURE			
Revenues from ordinary activities	2	848,996	617,222
Employee benefits expense		(440,537)	(443,962)
Depreciation		(37,660)	(11,832)
Other expenses from ordinary activities		(293,811)	(190,508)
Surplus/(Deficit) from ordinary activities		76,988	(29,080)
Accumulated funds at the beginning of the financial year		721,559	750,639
Accumulated funds at the end of the financial year		798,547	721,559



KIRRIBILLI NEIGHBOURHOOD CENTRE CO-OPERATIVE LIMITED
ABN 49 171 540 646

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2023

	Note	2023 \$	2022 \$
CURRENT ASSETS			
Cash and cash equivalents	3	931,257	838,140
Receivables	4	6,030	3,453
Inventories		3,105	1,655
Other	5	16,467	11,164
TOTAL CURRENT ASSETS		956,859	854,412
NON-CURRENT ASSETS			
Property, plant and equipment	6	30,526	40,910
TOTAL NON-CURRENT ASSETS		30,526	40,910
TOTAL ASSETS		987,385	895,322
CURRENT LIABILITIES			
Payables	7	48,972	40,830
Other	8	85,877	42,852
Provisions	9	48,020	63,277
TOTAL CURRENT LIABILITIES		182,869	146,959
NON-CURRENT LIABILITIES			
Provisions	9	5,969	26,804
TOTAL NON-CURRENT LIABILITIES		5,969	26,804
TOTAL LIABILITIES		188,838	173,763
NET ASSETS		798,547	721,559
FUNDS			
Accumulated funds		798,547	721,559
TOTAL FUNDS		798,547	721,559



KIRIBILLI NEIGHBOURHOOD CENTRE CO-OPERATIVE LIMITED
ABN 49 171 540 646

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2023

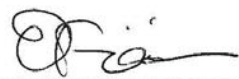
Note	2023 \$	2022 \$
Cash flows from operating activities:		
Receipts from members and customers	915,636	672,443
Payments to suppliers and employees	(813,294)	(701,852)
Interest and dividends received	18,051	948
Net cash (outflow)/inflow from operating activities	10 120,393	(27,852)
Cash flows from investing activities:		
Payment for property, plant and equipment	(27,276)	(1,448)
Net cash (outflow) from investing activities	(27,276)	(1,448)
Net increase/(decrease) in cash held	93,117	(29,300)
Cash at the beginning of the financial year	838,140	867,440
Cash at the end of the financial year	3 931,257	838,140

DIRECTORS' DECLARATION

In accordance with a resolution of the Directors of Kirribilli Neighbour Centre Co-Operative Limited, the directors of the Registered Entity declare that, in the directors' opinion:

- The financial statements and notes, as set out on pages 4 to 18, satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and:
 - comply with Australian Accounting Standards applicable to the Registered Entity; and
 - give a true and fair view of the financial position of the Registered Entity as at 30 June 2023 and of its performance for the year ended on that date.
- There are reasonable grounds to believe that the Registered Entity will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subs 60.15(2) of the *Australian Charities and Not-for-profits Commission Regulation 2013*.



Director

Dated: 6.9.23



KIRIBILLI NEIGHBOURHOOD CENTRE CO-OPERATIVE LIMITED
ABN 49 171 540 646

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 2022, as set out on pages 4 to 19 (the Registered Entity), which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion the financial report of Kirribilli Neighbourhood Centre Co-Operative Limited is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and the *Co-Operatives Act 1992 (NSW)*, including:

- giving a true and fair view of the Co-Operative's financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and
- complying with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Australian Charities and Not-for-profits Commission Regulation 2013* and the *Co-Operatives Act 1992 (NSW)*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the ACNC Act, the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the Registered Entity's annual report for the year ended 30 June 2023 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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.

KIRIBILLI NEIGHBOURHOOD CENTRE CO-OPERATIVE LIMITED
ABN 49 171 540 646

INDEPENDENT AUDIT REPORT TO THE MEMBERS CONT.)

Directors Responsibility (Cont.)

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.

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.



Gerard J Abrams
Partner

Dated: 6 September 2023

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

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KIRIBILLI NEIGHBOURHOOD CENTRE CO-OPERATIVE LIMITED
ABN 49 171 540 646

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

In accordance with Subdivision 60-C of the Australian Charities and Not-for-profits Commission Act 2012, I am pleased to provide the following declaration of independence to the directors of Kirribilli Neighbourhood Co-Operative Limited. As the lead audit partner for the audit of the financial report of Kirribilli Neighbourhood Co-Operative Limited for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

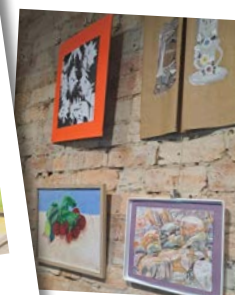
- the auditor independence requirements of the Australian Charities and Not for Profits Commission Act 2012 in relation to the audit; and
- any applicable code of professional conduct in relation to the audit.



Gerard J Abrams
Partner

Dated: 6 September 2023

Benbow & Pike
Chartered Accountants
Suite 401, 54 Miller Street
North Sydney NSW 2060





16-18 Fitzroy Street,
Kirribilli, NSW, 2061

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www.facebook.com/kirribillicentre

ABN 49 171 540 646

Appendix 1

Neutral Bay Community Centre - Review of the Joint Strategic Plan 2022 – 2024 Date: March 2024

MANAGEMENT OBJECTIVES	COMPLIES Y/N OR ONGOING
<p>☐ To maintain the centre for community-use in accordance with the overall objectives of the Delivery Program 2022-26 and associated documents.</p>	<p>☐ We offer a range of activities for health and wellbeing to support Outcome 4.1 of the Delivery Program. This includes: fitness classes, language café, morning teas, computer courses, justice of peace service, etc</p> <p>☐ Last year we held an Art workshop funded by a grant from Council where we engaged a local Indigenous artist.</p> <p>☐ Majority of NBCC member base is elderly demographic for whom we provide a safe and inclusive place to connect.</p>
<p>☐ To manage the centre in accordance with The Neutral Bay Community Centre Strategic Plan 2022-2024</p>	<p>☐ Our refurbishment was completed in June 2022</p> <p>☐ We upgraded our website in 2023 and now offer an integrated booking system within it. This is also regularly updated with news etc.</p> <p>☐ We conducted a survey for our members and are about to conduct one within the wider community.</p> <p>☐ Centre Coordinator meets regularly with the other CC managers and has good relations with Council staff.</p> <p>☐ We have developed relationships with some local businesses who support us in a variety of ways e.g sponsoring morning tea.</p>

Appendix 1

	<ul style="list-style-type: none"> □ We recently engaged a Social Media Manager.
<ul style="list-style-type: none"> □ To manage the centre in accordance with the aims and objectives of Council's Community, Cultural and Recreation Facilities Policy. 	<ul style="list-style-type: none"> □ Due to our current operating hours and restricted access to available facilities, the centre can only partially support this policy.
<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 	<ul style="list-style-type: none"> • Due to the refurbishment programme through NSC and the facilities located on the 1st floor, our current members are generally satisfied with the activities we provide. This was reflected in the member survey responses.
<ul style="list-style-type: none"> □ To cater for people with disabilities within the physical constraints of the centre 	<ul style="list-style-type: none"> □ Currently the Centre has limited facilities to cater for people with disabilities. There is a ramp to the main room. However, there are no lifts to access the 1st floor. □ We offer Functional Exercise, Tai Chi, and Strength and Balance classes, all targeted at the frailer members of our community.
<ul style="list-style-type: none"> □ To provide for public safety 	<ul style="list-style-type: none"> □ The facilities are equipped with a defibrillator. □ We hold Fire Warden training every six months. □ We offered a free First Aid course to all our volunteers (14 attended). □ Centre Coordinator can provide guidance on where to seek assistance to those who are seeking help. □ During the refurbishment, we also installed a clear glass door to the centre to enable visibility of those entering the premises.

Appendix 1

<p>□ To ensure the joint strategic plan is flexible able to evolve with changing community attitudes</p>	<p>□ We are looking at the results of our recent membership survey to ascertain what other services we could potentially offer.</p> <p>□ A survey of the wider community will be conducted in the near future and from this we will develop a broader suite of offerings to cater to a broader cross section of the community.</p>
<p>□ To be prepared to look beyond the centre's immediate locality, through maximising existing resources, to enable delivery of outreach services where appropriate and needed</p>	<ul style="list-style-type: none"> ● This is an area we are working on as delivery of activities in our premises is currently restricted by the terms of our lease and access to the upstairs rooms, which are shared with other users. ● We are keen to explore how we might encourage activities offsite in the future and welcome the Council's input and ideas for this.

Appendix 1

The Neutral Bay Community Centre developed their first Strategic Plan as a newly established Board in 2022. Within the plan three goal areas are identified, under which specific priorities and measurable indicators are identified.

GOAL 1	ENGAGEMENT: WITH COMMUNITY AND BUSINESS	
KEY PRIORITIES	OUTCOMES	ACHIEVED – YES/NO/COMMENT
Mutually beneficial community partnerships	Presentations to members from community	<input type="checkbox"/> We offer monthly information sessions to our members on a range of topics, from help with accessing Aged Care, to how to choose the correct shoe, to dementia support.
	Ongoing and positive relationship with Council and business	<input type="checkbox"/> The Centre has a good relationship with Council staff. <input type="checkbox"/> We have created good relationships with local businesses who support us in a variety of ways.
	Increased exposure of NBCC in community	<input type="checkbox"/> Our new signage in 2022 gave us increased exposure. Online traffic was increased due to the new website and introduction to QR codes in our ads. <input type="checkbox"/> The Coordinator has been invited to speak to various local groups.
	Increased opportunities for education to members	<input checked="" type="checkbox"/> We are always looking at ways to work with outside agencies to provide information sessions for our members. We run an ongoing programme of these sessions.
	Refreshed premises	<input type="checkbox"/> Our refurbishment was completed in June 2022 with a new kitchen.

Appendix 1

Comprehensive communications plan	Regular interactive communication with community	<ul style="list-style-type: none"> □ We send out a monthly newsletter to nearly 1,000 people. □ We have Facebook and Instagram pages and actively contribute to other community FB pages. □ We have a relationship with Redlands High School whereby pupils volunteer their time every Thursday lunchtime and spend time in the Centre. □ Our board members have been engaged with other community groups over the past few years, including the Neutral Bay Chamber of Commerce, Voice of Mosman, etc.
	Live and current website with increased traffic	<ul style="list-style-type: none"> □ Our website was upgraded in 2023 and now offers a fully integrated booking system for our classes and events

Appendix 1

GOAL 2	OFFERING: RANGE AND QUALITY OF ACTIVITIES	
KEY PRIORITIES	OUTCOMES	ACHIEVED – YES/NO/COMMENT
A program that appeals to a broader audience to increase engagement with community	Increased membership base	<input type="checkbox"/> Dec 2021 302 members <input type="checkbox"/> Dec 2022 425 members <input type="checkbox"/> Dec 2023 562 members
	Increased number of diversified activities and wider program	<input type="checkbox"/> We now offer 19 fitness classes a week and 11 weekly/monthly drop-in activities.
Increased facility usage outside of core business hours	Increased use of community spaces by wider community, including as potential revenue sources	<ul style="list-style-type: none"> ● We have commenced discussions with the Council regarding premises usage outside of core hours including early mornings, evenings and weekends
	More diverse/ inclusive program outside core hours	<input type="checkbox"/> Based on survey data, there is a clear demand for fitness classes and activities outside of current core hours. Unfortunately, the rooms upstairs are booked out in regular basis by other users. <input type="checkbox"/> We are currently limited to core hours of 9am to 5pm in the main room as per the current lease. <input type="checkbox"/> We aim to provide evidence from our, soon to be conducted, community survey to demonstrate the need for broader activities to be offered outside of current core hours.

Appendix 1

GOAL 3		
SUSTAINABILITY: RESOURCES, FUNDING, PHYSICAL SPACE		
KEY PRIORITIES	OUTCOMES	ACHIEVED – YES/NO/COMMENT
Develop an ongoing source/s of income for the NBCC	Increase in revenue via membership and casual visitors/ participants in individual programs	<ul style="list-style-type: none"> Income from classes increased by almost 50% to \$65,479 in the calendar year of 2023. Income from membership fees nearly doubled to reach the \$10,000 mark. Gross profit increased by 88% to \$23,863.
	Increase in sponsorship and funding	<ul style="list-style-type: none"> Grant funding increased by 12% to \$67,318 in FY 2023
Increase membership and volunteer base	Increased volunteer base	<ul style="list-style-type: none"> We have volunteer program in place.
	Increased membership base	<ul style="list-style-type: none"> Dec 2021 302 members Dec 2022 425 members Dec 2023 562 members
Develop necessary policies, procedures and guidelines to ensure NBCC is functional and can maintain operations in the future.	Complete set of draft policies, procedures and guidelines	<ul style="list-style-type: none"> Ongoing We have a constitution lodged with Fair Trade NSW and an operation manual for use of the Centre Co-ordinator.

Appendix 1
NOTES ON FINANCES

Grants	NSC	Other		
	\$60,000	Grants: \$7,318 Donations: \$1,307 Membership Fees: \$10,675		
Turnover	Year	Income	Expenditure	
	2023	\$103,163	\$66,727	
Sustainability	Year	Result	Reserves (Equity)	Funded liabilities
	2023	\$36,435	\$80,397	\$4,718

ANNUAL REPORT 2023- 2024



Neutral Bay
Community
Centre



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Page 3 - President's Report

Page 5 - Treasurer's Report

Page 6 - Centre Update Report

Page 8 - Volunteers

Page 9 - Our Board

Page 10 - Supporters

Page 11 - Financial Statement

■ McCormick Room
(Blue Room)

■ Constantine Room
(Green Room)



PRESIDENT'S REPORT

What a tremendous year it has been! You ought to be congratulated! To the many volunteers who have made a significant impact on the Centre's welcoming place and for the initiatives that have been achieved in the past year, thank you.

Our Centre Coordinator, Gill Melling, has seen changes introduced and has always stepped up to embrace the improved processes, as innovative ways have been installed to streamline online systems.

These improved processes could not have been achieved without the ongoing voluntary support, commitment and passion of board members:

Marcos Magollon - Acting Treasurer, Yvonne French and Peeter Klanberk (all welcomed by the Board on 21 March 2023) with David Melling, Sally Leung - Secretary, Janice Bergheim - Vice President, Tina Kazmer and Yvonne Clark - Treasurer.

A significant number of members have transitioned to booking online through our updated website www.nbaycommunity.com.au where they can choose from an extensive range of activities. Members can also view our amended Neutral Bay Community Centre Inc Constitution and Rules, updated May 2023 and registered with Fair Trading NSW.



CONTINUED

The Centre is always seeking to expand its offerings and services to the community. Recently an internal member survey was conducted to know what members are seeking in their community and the results will be revealed in our Members' Newsletter soon.

We thank North Sydney Council for its ongoing support of our Centre, as we continue to attract Members to our hub of activities for their wellbeing, to engage, learn and grow.

We look forward to seeing you in the Centre, being welcomed by our dedicated team of volunteers and to introduce you to other members who enjoy the company of new friends.

Maria Spinoulas
President



TREASURER'S REPORT

In 2023, we evolved from an external booking system to one that is fully integrated with our upgraded website. Although faced with some challenges during the migration to the Stripe payment system, we made further adjustments to the interface. This transition resulted in a smoother user experience and a robust financial tracking system.

Our surplus saw an increase of almost \$10,000 to reach \$36,435, a 35.7% Year on Year increase.

Income from classes increased by almost 50% to reach \$65,479 and our membership fees nearly doubled to reach the \$10,000 mark.

Our cash position is strong. 2023 ended with cash in the bank of \$34,496 and \$50,000 in term deposits. These funds will support the operational and marketing costs associated with our plans to increase our range of activities in 2024 and the expansion of our team with a new person, the Centre Manager, to job share with our current Centre Coordinator.

Marcos Mogollon
Acting Treasurer



CENTRE UPDATE REPORT

2023 was another great year for our Community Centre. We continued to grow our membership, finishing 2023 with 562 members. A number that all who support the Centre are very proud of. This growth has largely been down to word of mouth and local people suddenly 'discovering us', so we are certainly doing something right!

We had a lot to celebrate in 2023. A very significant year, in fact, as it marked 50 years that the Centre (previously named the Neutral Bay Senior Citizens Club) has been offering a variety of activities, serving the local community from our premises.

To mark the occasion, we held a special ceremony, naming three of the Centre's rooms in honour of those loyal and hardworking volunteers who established the Centre and ran it for many years. The Constantine Room, The McCormick Room and The Anderson Room. The Mayor of North Sydney, Zoe Baker officiated at the morning tea which followed and thanked Pauline Constantine for her outstanding contribution to the Centre.

Other notable events over the year were the Cancer Council Biggest Morning Tea, two Woolworths Morning Teas, special Morning Teas to celebrate two of our volunteers Big Birthdays, Seniors Week, a First Aid course for our volunteers and our annual Volunteer Christmas Lunch, which we once again held at the Oaks in Neutral Bay, on a sunny Friday in December.



CENTRE UPDATE CONTINUED

During the year, North Sydney Council and Coles invited representatives from the Centre to attend a number of meetings regarding the new Coles development and the impact it will have on the Centre and the surrounding businesses. These meetings were attended by our President, Maria Spinoulas and myself.

Over the course of the year we held a number of Wellbeing Morning Teas. Information and interest sessions on a variety of topics from how to choose the right shoe, what colour and style of clothes suit you, dementia support and how to access financial and care services, to name just a few.

We welcomed a new fitness instructor to the team, Raquel, and she has added her new classes to our growing schedule. We now offer 19 fitness classes a week and our book club grew so big that we had to split it into two!



Looking forward, we will once again be supporting North Sydney's Seniors Festival in March, so look out for our programme nearer the time.

We are constantly engaging with our members through our monthly newsletter and our website, keeping everyone up to date with all that is going on at the Centre

As always, I have been supported this year by our team of dedicated volunteers, who support the Centre in a variety of roles. We really could not function without them and I am so very grateful for their ongoing commitment.

Gill Melling

Centre Coordinator
February 2024



VOLUNTEERS

Volunteers are instrumental to the running of Neutral Bay Community Centre and the programs and activities offered to members could only be made possible by our team of dedicated and skilled volunteers.

On behalf of the members, thank you to all our volunteers for generously giving your time and contributing to the success and growth of Neutral Bay Community Centre.



Richard Kelly	Host	Chiko Seeto	Japanese Tutor
Ania Hanson	Host	Linda Vikingur	Admin support
Barbara Hutchinson	Host	John Grey	Solicitor
Liz Thompson	Host	Andrea Weber	Volunteer Coordinator
Alicia Mercer	Host	Chris Milner	Accounts support
Peeter Klanberk	Host	Peter Kruger	Facilitator
Peter Garrety	IT Tutor	Georgina Napier	Facilitator
Ashley Wearne	IT Tutor	Elizabeth Gillard	Facilitator
Peter Martin	IT Tutor	Anne Marinos	Facilitator
Bernard Barclay	JP	Roger Raven	Facilitator

Thank You!

BOARD

The board of Neutral Bay Community Centre Inc. have been instrumental in the growth and day-to-day support of the Centre and have made the Centre the much loved place it is for our community.



Maria Spinoulas
President



Janice Bergheim
Vice President



Yvonne Clark
Treasurer



Sally Leung
Secretary



Marcos Mogollon
Acting Treasurer



Tina Kazmer
Board Member



David Melling
Board Member



Yvonne French
Board Member



Peeter Klanberk
Board Member

SUPPORTERS

Special thanks to the following people, organisations and businesses who have supported Neutral Bay Community Centre Inc. and contributed to its success since our last AGM in March 2023.

North Sydney Council

Grill'd Neutral Bay

Woolworths Neutral Bay

Peter Kruger

Woolworths Neutral Bay Village

Le76 Patisserie

Bakers Delight Neutral Bay

Design & Marketing

Debit & Credit Bookkeeping Solutions

Jenny Heath



FINANCIAL STATEMENT 2023

1 January 2023 - 31 December 2023

ASSETS

Bank

Neutral Bay Community Centre	\$33,894
Neutral Bay Community Centre - Debit card	\$602
Term Deposit 1	\$15,000
Term Deposit 2	\$5,000
Term Deposit 3	\$30,000
Total Bank	\$84,496

Current Assets

Accounts Receivable	(\$2,390)
Petty Cash	\$200
Total Current Assets	\$(2,190)

Fixed Assets

Office Equipment	\$2,809
Total Fixed Assets	\$2,809

Total Assets	\$85,115
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LIABILITIES

Current liabilities

PAYG Withholdings payable	\$3,443
Superannuation payable	\$1,276
Total Current Liabilities	\$4,718

Total Liabilities	\$4,718
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NET ASSETS	\$80,397
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Equity

Current Year Earnings	\$36,435
Retained Earnings	\$43,962

TOTAL EQUITY	\$80,397
31 December 2023	



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North Sydney Community Centre - Review of the Joint Strategic Plan 2020 – 2025**Date: July 2023**

MANAGEMENT OBJECTIVES	COMPLIES Y/N OR ONGOING
<ul style="list-style-type: none"> To maintain the centre for community-use in accordance with the overall objectives of the Delivery Program 2022-23 and associated documents. 	<p>Ongoing; Connecting community and wellbeing and providing a sense of belonging.</p> <p>Programs demonstrate longevity and resiliency – well established children’s programs: After School Care and Explorers Playgroup (1972), Adult Classes & Workshops (1973), Music & Movement (1983) and NPM (1999). Also offering popular weekend venue hire and community events.</p> <p>Information dissemination to the community through the Centre via our programming and services, free talks and events.</p> <p>The Centre is a true place of connection and social wellbeing; in a time when it is more convenient to shop online and learn online people go out of their way to come to the Centre to connect with other.</p> <p>Inclusion – all welcome and various ethnicities and cultures are present, we welcome different cultural groups, embracing diversity of everyone who attends the Centre.</p> <p>Sustainable ethos in all of our programming.</p> <p>Dedicated staff and volunteers to provide quality service and help our community.</p>
<ul style="list-style-type: none"> To manage the centre in accordance with The North Sydney Community Centre Strategic Plan 2021-25 	<p>Good accounting and reporting along with a volunteer Board of excellent and dedicated Committee members, Board is well functioning, with members who have diverse skill sets and, at</p>

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	<p>long last, have a full compliment of admin staff in the office, which enables good management. The Centre remains connected to our original purpose and continues to offer a wide range of activities to the community to 'learn, enjoy, educate, create and engage'.</p>
<ul style="list-style-type: none"> To manage the centre in accordance with the aims and objectives of Council's Community, Cultural and Recreation Facilities Policy. 	<p>Volunteers – Provide a friendly environment, fellowship and community spirit, pathway to a positive future and benefits of Community Service/Duke of Ed hours.</p> <p>Childrens Services - addressing OOSH needs with ASC and mental health with PG</p>
<ul style="list-style-type: none"> To provide and maintain a high-quality community centre which meets the needs of the local and wider community 	<p>We consult visitors to the Centre about what they would like to experience at future events and talks at the Centre. We also engaged in conversations with our existing networks. However lack of available parking, and the expense of parking in the area is the largest barrier to participation in our programs and services at the Centre, hoping the nearby metro will alleviate this while increasing foot traffic to the Centre.</p>
<ul style="list-style-type: none"> To cater for people with disabilities within the physical constraints of the centre 	<ul style="list-style-type: none"> Our facility is fit for purpose-built and sustainable for programs and services provided, the building is accessible for people with mobility issues. We program accordingly (i.e. Chair Fitness). The Centre operates safely and meets community needs. Various charitable events throughout the year (i.e. House of Welcome collection each June, Smith Family collection in Dec, Marys House fundraiser in May for Mothers Day and Cancer Council Biggest Morning

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	<p>Tea). We also host an annual Open Day with a range of activities for all ages and abilities.</p> <ul style="list-style-type: none"> • Reduced parking fees in Ridge St Carpark with accessible parking available next to the Centre. • Staff help people to and from their cars.
<ul style="list-style-type: none"> • To provide for public safety 	<ul style="list-style-type: none"> • The Centre is regarded very positively by the community and people identify a strong sense of community, enjoyment, learning, reduced social isolation, increased wellbeing and a sense of safety as reasons to continue to volunteer and/or participate in programs/services at the Centres. • We are also a Safe House location for people experiencing domestic violence. • We feature a fenced outdoor child friendly space with a sandpit and playground. • Signage around the Centre (however wayfaring could be improved). • Locking the front door and keeping tutors aware of any issues that may have arisen that could impact them or the students. • Fire drills conducted regularly. • Council very responsive when any maintenance issues arise. • We have a defibrillator onsite (in the Moreton Room).
<ul style="list-style-type: none"> • To ensure the joint strategic plan is flexible able to evolve with changing community attitudes 	<p>We have a shared-use, multipurpose facility that supports social connectedness, reduces loneliness and increases physical activity. These activities result in improved general health (mental health, physical health and personal and social wellbeing). We work to respond to the existing and changing</p>

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	<p>demographics i.e. maintain our outdoor space and playground for medium/high density housing in the area.</p> <p>A work in progress is showcasing Indigenous histories and increase this level of programming and highlighting this in a stronger way.</p> <p>The Centre Board and Senior Staff are reflecting and strategising on achieving the right balance between the competing priorities of financial sustainability and ensuring community opportunities and needs are met.</p>
<ul style="list-style-type: none"> • To be prepared to look beyond the centre's immediate locality, through maximising existing resources, to enable delivery of outreach services where appropriate and needed 	<ul style="list-style-type: none"> - Collaborate rather than compete with Council and other community Centres/service providers offering similar programs/services for free (avoid duplication of services); increased effort to each cross promote everyone's programs. We continually strive to maintain a point of difference in activities provided and keep up with community needs. - The Centre is primarily self- funding through fee for services, with some Council subsidies, and we try to maintain affordability while having our services appeal to a wide range of ages, demographics and be desirable to community members beyond North Sydney LGA.

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The North Sydney Community Centre's 2020-25 Strategic Plan is framed around the following five Stream Plans which include five Strategic Stream Pillars with Key Business Risks & Opportunities.

Note abbreviations: North Sydney Community Centre (NSCC), Playgroup (PG), After School Care (ASC), Northside Produce Market (NPM)

STRATEGY – NORTH SYDNEY COMMUNITY CENTRE	Achieved – Yes/No/Comment
<ul style="list-style-type: none"> • Optimise centre volume across all programs & services 	<p>Wayfaring, signage to find the Centre could be improved; participants suggest increased signage to help people find the Centre. Some participants noted that the park is a lovely setting for the Centre but the location can be confusing to find/ for new participants.</p>
<ul style="list-style-type: none"> • Invest in centre Brand & Marketing 	<ul style="list-style-type: none"> - Helpful infrastructure from Council (i.e. community noticeboards, website listings). - Required website redevelopment imminent. - Partnership with Macquarie Uni in their PACE program to host a Marketing student at least once a year. - Branded colours: Centre is teal, After School Care is blue, Playgroup orange, Northside Produce Market is green & Venue Hire is purple. - Participated in Council events: Where is the Sheep event and Lost Bird Found. - Bunnings sausage sizzle fundraiser for the Centre.
<ul style="list-style-type: none"> • Maintain fun & creative spaces 	<ul style="list-style-type: none"> - Excellent of Council to arrange painting of the outdoor playground (and repair of the wood prior). - After School Care service is working with Karina Hanemann, NSC Bushland Project Officer to incorporate outdoor gardening with the children into our programming.

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	<ul style="list-style-type: none"> - Stanton Knitting Group (Stanton Library) installation of the knitted rainforest along the fence. - Feedback from staff, students, visitors is noted and promptly addressed.
<ul style="list-style-type: none"> • Remain relevant & affordable through partnerships 	Efforts continue to maintain and increase partnerships and collaborations i.e. Zonta, Marys House, Men's Shed, Early Ed, North Sydney Library, free community talks with various service providers/organisations, etc.) Collaboration with Eckersley Arts & Crafts to subsidise our services by offering a discount off art materials.
<ul style="list-style-type: none"> • Focus on People, culture & building leaders 	Volunteer program enables community engagement opportunities, gain leadership skills, work experience & connect with others, share a skill/learn from others, we welcome students doing Duke of Ed & Community Service hours. Placements with the PACE program with Maquarie Uni and TAFE students studying Childrens services. Reconciliation Action Plan in ASC is a WIP, and cultural activities in PG & ASC are offered.
STREAM PLAN – AFTER SCHOOL CARE	Achieved – Yes/No/Comment
<ul style="list-style-type: none"> • Maintain steady state of current enrolments (permanent) 	<ul style="list-style-type: none"> - Work to ensure an accessible price point (affordable) - Facing challenges with parents WFH (i.e. previously attended 5 days/week now 3). - Enrolments are currently coming from three local schools.
<ul style="list-style-type: none"> • Cross promo marketing & environmental sustainability 	<ul style="list-style-type: none"> - NPM Kids Market Tours, gardening activities, programming re: sustainable arts & craft projects, all of our Centre programming has a strong focus on creating a sustainable future and is involved in the Better Business Partnership who we undergo an audit with annually.

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	<ul style="list-style-type: none"> - Marketing via social media - Continual excellent feedback of what a positive experience it is for the children (i.e. saying “I don’t want to go home yet”) and enjoyable time they have, and what a well run program it is, at a time when the kids can’t be at home with their families. Working parent(s) benefit from an excellent OOSH service, as well with safe, content children.
<ul style="list-style-type: none"> • Develop an activity framework that caters for choice 	<ul style="list-style-type: none"> - Child-driven programming based on what the children’s interests, then we offer the activities and they choose on the day. - Use on educator’s experience and strengths to program accordingly. - Programming focus also on physical activities and utilising our space (capitalise on our large outdoor space).
<ul style="list-style-type: none"> • Build partnerships & networks of shared labour resources 	<ul style="list-style-type: none"> - Yes, we welcome and support volunteers in all Centre services and programs. - Partnership with Gowrie (Vacation Care) re: staffing and promotion. Staff across multiple services (i.e. some ASC staff also work in PG/NPM). - Partner with TAFE students who do their placements with us. - Attend Lower North Shore Children’s Services meetings. - Assistance for Inclusion Support cases from Maree Austin Cray, Inclusion Professional –NSW/ACT Inclusion Agency

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<ul style="list-style-type: none">• Clear staff policies & guidelines around training and performance	<ul style="list-style-type: none">- ASC regulated by ACECQA. Strict policies and guidelines in place. ASC policies and procedures and Parent Handbook are continually updated.- Compliance audits every 3 months to ensure protocol is followed and ASC program is compliant with latest regulations.-Documentation and acknowledgement, hard copy of updated policies for all staff members that everyone is required to read and sign, acknowledging their understanding and compliance.-First Aid training offered annually for staff.
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STREAM PLAN – ADULT CLASSES	Achieved – Yes/No/Comment
<ul style="list-style-type: none"> • Optimise centre volume across all courses 	<ul style="list-style-type: none"> • Programming caters to all ages: adult classes + workshops, family friendly workshops & events for all ages, Northside Produce Market for all ages, 0-5yrs Playgroup, 5-12yrs After School Care. • Price point review undertaken regularly to ensure competitive and accessible. • Review of room capacity and scheduling courses in appropriate rooms to maximise volume. • Consistently check-in with tutors to confirm and adjust enrolment numbers to suit course and room capacity.
<ul style="list-style-type: none"> • Leverage in house & cross promotional marketing capability 	<p>Use of the following to promote all Centre services and programs:</p> <ul style="list-style-type: none"> - What's On Guide printed 4x year - printed posters - local community noticeboards - weekly e-newsletters (to over 8000 subscribers) - social media (Instagram, Facebook) - North Sydney Community Centre website, free website listings, in-house marketing, and word of mouth via existing community centre audiences including adult classes, After School Care and Playgroup families and the Northside Produce Market patrons - promotion by the Access & Inclusion Co-ordinator and Community Worker - Social Planner at North Sydney Council - tutors/facilitators and their professional and personal networks - Cross promotion of services/events with small businesses, other community centres, NSC, tutors

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<ul style="list-style-type: none"> • Focus on relevant courses with high demand that leverage centre infrastructure 	<ul style="list-style-type: none"> • Constant monitoring to maintain financially viable of courses and workshops. Always introducing and offering new courses and workshops based on community wants and needs, and seasonality. • Focus on relevant courses that meet the needs of residents. These needs have been noted through student surveys, community feedback, tutor feedback. • Offer events and community talks that are popular and 'on topic'. • Prioritise courses that are in high demand and have received positive feedback. • Using existing equipment such as the build in kilns, pottery wheels, smart boards, sound system to schedule appropriate classes.
<ul style="list-style-type: none"> • Leverage network of skilled and engaging tutors 	<ul style="list-style-type: none"> • Longevity and popularity confirm that we have a great team of high quality tutors. Feedback and surveys assist with decision-making. A great effort is made to ensure classes & workshops are affordable while respectfully paying tutors. • Encouraging collaboration between tutors that utilises both tutor skills. • Promoting tutors to gain interest in the courses they will be teaching. • Reviewing and program courses that align with tutor skills.
<ul style="list-style-type: none"> • Embrace diversity & cultural influences 	<ul style="list-style-type: none"> • Inclusion is always considered in our programming. Social outcomes – connectedness along with physical, emotional wellbeing. Physically accessible building, NAIDOC week & Reconciliation week activities. Offering courses that showcase other cultures.

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	<ul style="list-style-type: none"> • Inclusive learning environment. • No discrimination policy and signage around the Centre. • Courses/events that enable people to learn about cultural differences and social issues that raise awareness and promote better understanding.
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STREAM PLAN – NORTHSIDE PRODUCE MARKET	Achieved – Yes/No/Comment
<ul style="list-style-type: none"> • Growth through creating unique experiences 	<p>The market patrons / shoppers experience is elevated by the shopper being able to engage directly with the growers and the makers of the food they are buying.</p> <p>The market place provides a greater sense of connection on many levels, which is truly appreciated by the market attendees. There is the connection to the food itself, how it is grown / made and who grew / made it which leads to a greater connection to the environment. Then there is the social connection that occurs amongst the stallholders and customers and between the 2 groups.</p> <p>The shopping experience occurs in the beautiful outdoor venue of Ted Mack Civic Park, enhancing people's wellbeing outside in greenspace. By having it located in the park it is a reminder of the benefits of nature, particularly as we become more disconnected from the natural environment living in the city.</p>

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<ul style="list-style-type: none"> • Build In-house marketing capability & understanding our customer 	<p>Marketing for the market primarily takes place across its social media platforms, the NSCC E-newsletters and posters displayed in the market place. Partnership with the Northsider publications. The engagement level is high with customers very much appreciating the educative aspect of the information received. The volunteers at the market's Info stall receive direct enquiries and feedback from the customers which is valued.</p>
<ul style="list-style-type: none"> • New & innovative staff offerings with focus on all things sustainability 	<p>The market is constantly striving to be as sustainable as possible, as reflected by The Bag Depot at the Info stall. Instead of producing a market bag (for promotion), the community are asked to donate spare bags for when customers forget their bags. Shredded paper from the NSCC office is also available for composts and worm farms as well as coffee grinds from the coffee stalls. Free bike servicing is provided 12 times per year. Additional efforts have been made to promote patrons BYO keep cups and refill water bottles at the water station. Also promote the availability of bike stands in the park and accessibility of convenient and close public transport. We continually search for stallholders who maintain sustainable practices, i.e. from regenerative farming to producers who use less than perfect produce (that would go to landfill) and turning it into items for sale.</p>

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<ul style="list-style-type: none"> • Supporting grass roots community initiatives 	<p>The market provides free stall spaces to charities and community groups eg OzHarvest, Country Womens Association, Wilderness Society, Scouts, NSC Bushcare, Bush to Bowl, Sydney Edible Garden Trail, Zonta, Sydney Library of Things and Northern Sydney Alliance Uluru Statement (NSAUS).</p>
<ul style="list-style-type: none"> • A thank you culture that shares stories & builds rapport 	<p>A sense of gratitude is very much incorporated within the market's promotion as well as story-telling. Education is also regarded as a very important aspect of the market's role alongside developing a network of support for our stallholders and care for our customers. Thus, creating a market place that is vibrant, very much appreciated and enjoyed by all that experience it. People often comment on "what a lovely market Northside Produce Market is" and that it has a "real sense of community". To be celebrating the market's 25th anniversary this year, is a true indicator of the market's success and when you have stallholders and customers that have been at the market since it opened, the rapport is well and truly thriving.</p>

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STREAM PLAN – EXPLORERS PLAYGROUP	Achieved – Yes/No/Comment
<ul style="list-style-type: none"> • Grow engagement through an affordable program 	<p>Reaching and engaging with families, price is \$14 for an immediate family of up to 3 siblings. Comments that parking nearby is too expensive, we discount the Ridge St carpark by 50% due to Council support. We also support Marys House by enabling mothers to attend with their children for free. We also partner with Early Ed to allow their children with additional needs to attend Playgroup free of charge. We also provide value added presenters (i.e. Service NSW) and special events (i.e. Grandparents Day) to encourage participation.</p>
<ul style="list-style-type: none"> • Cross promotion marketing, social media growth & interactive mediums 	<p>We use social media, posters, bookmarks, flyers and enews to promote Playgroup, the most common method people find out about Playgroup is via word of mouth. Continued marketing efforts are underway to increase attendance. Cross promotion with Stanton Library is other Centres is a WIP for reciprocal promo.</p>
<ul style="list-style-type: none"> • Keep it relevant via development of fine motor skills & interactive mediums 	<p>We partner with TAFE and host community services students and early childhood education students doing their practicum hours. New ideas from these students assist us to keep our programming relevant and diverse. Also longevity in programming of: fine motor skill activities, an emphasis on exploratory play, and themed dramatic play.</p>
<ul style="list-style-type: none"> • Leverage Legacy & Loyalty 	<p>We have regular attendees, who come for years as their children grow, also grandparents who used to attend with their children now attend with their grandchildren. Cross promotion of onsite venue hire discount with Playgroup participation (and vice versa). Positive association with the Centre and local area via Playgroup attendance.</p>

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<ul style="list-style-type: none"> • Consolidate a sense of pride & connection to a place 	Enables high rise/high density residents the opportunity to experience vitality and community. Welcoming to/brings together diverse cultural groups, including new people to the area; inclusion and belonging. Our Singalong activity encourages inclusiveness with greetings in various languages at special events. Mental health benefits of Playgroup are enormous for all carers, referrals for post natal depressive parents, struggling residents, and fostering friendship for children and adults.
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NOTES ON FINANCES

Grants	NSC	Other		
	67 500	1200		
Turnover	Year	Income	Expenditure	
	2023	1 354 685	1 543 514	
Sustainability	Year	Result	Reserves (Equity)	Funded liabilities
	2023	(188 849)	209 022	189 958



Annual Report

2022-2023

02 9922 2299
220 Miller Street, North Sydney, 2060
www.northsydneycentre.com.au

Our Vision

We encourage a collaborative, connected, caring and creative community.

North Sydney Community Centre (NSCC) is a vibrant, independent and not-for-profit community centre in the heart of North Sydney. The Centre aims to 'enhance the quality of life for those in the area and wider community'. We achieve this through community programs catering to varied abilities and interests. NSCC is proud to be independent, responsive and dynamic, and fosters social connections and wellbeing.

Through a wonderful array of services, workshops and events, it is a hub of activity and a joy to people of all ages, cultures and backgrounds. NSCC is a beloved part of the community with a rich history since 1972. It is renowned for its welcoming, inspired and invigorating atmosphere and the great team of staff and volunteers who work closely to serve and support the community. We are pleased to be celebrating 50 years this year!

Our Mission



We nurture the present and promote a sustainable future



We engage, explore, inspire and enrich



We curate a creative social hub



We respect our environment and heritage



We are a catalyst for grassroots initiatives



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President's Report

Genia McCaffery

North Sydney Community Centre celebrated an important milestone this year- our 50th Anniversary. We had fabulous celebrations with all our community joining us to remember the Centre achievements and all its activities over 50 years. Thank you to our wonderful staff, our community and North Sydney Council for helping us to celebrate.

We also celebrated 40 years of Music and Movement which has given the joy of music and movement to generations of children and parents. Thanks to everyone who joined us for this celebration.

After several difficult years adjusting our operations to changing Covid lockdowns and restrictions, over the last two years our Centre has been making the gradual adjustments back to a new normal. Like many businesses and community centres throughout the country our operations are gradually improving but we have to be agile in adjusting our operations to respond to changed conditions.

We continue to provide a large range of high-quality services to encourage and promote community engagement in a friendly, relaxed environment. All our activities; Adult classes and Workshops, Playgroup, Venue Hire, Northside Produce Market and After School Care, were affected by Covid-19 outbreaks but are now recovering.

After School Care has expanded its services by now accepting younger children aged 5-6 years. Though their numbers are not back to pre-Covid levels, there has been a significant improvement this year. Thanks to the wonderful staff especially our ASC Manager, Gus.

Our popular Northside Produce Market is loved by its patrons who are thrilled to have it back after facing Covid cancellations. We thank our regular stallholders and we continue to welcome new stallholders. Our market now has over 70 stallholders each market. Lisa, our Market coordinator, has been doing a fabulous job ensuring the Market still attracts a great crowd on Market Saturdays.

Our Playgroup is a well-loved and very valuable service for 0 to five-year-old children and their carers. The Centre is working hard to increase participation in our Playgroup. Playgroup will celebrate its 50th Anniversary this year!

Our workshops and classes have seen significant improvements in participation this year and we're very lucky to have such a high calibre of talented tutors.

Venue Hire has been an important source of revenue and our community appreciates it as a community asset. We welcomed Marianne as our new Venue Hire administrator and she has really taken on the job with gusto and made great improvements to the service.

Our staff have been extraordinary, doing an admirable job keeping the Centre on budget while maintaining our services despite our limited budget. They've responded to our many challenges with innovative and exciting ideas. We're very lucky to have such dedicated and hardworking staff.

Our Centre's Director, Michelle Worthley, has handled all the continuing crazy challenges of our times with hard work and good humour. We're very lucky to have such a talented positive person running our Centre. Sadly our Centre's Deputy Director, Michelle Nixon, is retiring in October after being with the Centre for 22 years. She'll be sorely missed and we thank her for everything she has given to the Centre. Her humour and dedication are unique!

I'm very lucky to have such a terrific, dedicated Management Committee. We're all volunteers but give many hours of work to assist our staff to make the Centre the fabulous place that it is. The Committee is always willing to put in the hard yards. A special thank you to our Treasurer Vivek Samdarshi and Vice President Lynn Oswald.

I'd like to acknowledge again North Sydney Council for their ongoing support including the provision and maintenance of our wonderful building and annual grant.

I have great hopes for another healthy and vibrant year ahead and continuing the improvements we've seen this year.





Director's Report

Michelle Worthley

NORTH SYDNEY COMMUNITY CENTRE CELEBRATES 50 YEARS!

We were delighted with the resounding success of Our 50th Celebration held on September 17th! This accomplishment was made possible through the generous ClubGRANTS, funding extended by Norths and North Sydney Council, in support of our 50 Years of North Sydney Community Centre Celebration. Our 50th Festivities included a culinary demonstration with Chef Luca Ciano, jumpy castle, After School Care and Playgroup activities such as Face Painting and Playdough, a photo booth, children's entertainer, live music and various activities with some of our tutors such as pottery tiles, origami, macrame keyrings, Zumba and Kangatraining. Everyone enjoyed a sausage sizzle, cake, fruit and the popcorn machine! There was a diverse presence at the event, including young families, individuals, couples of various ages, and both familiar and new faces who enjoyed the celebrations throughout the day.

Our offerings encompass After School Care, Northside Produce Market, Explorers Playgroup, Classes, Workshops, Events and Venue Hire. Beyond services, we provide opportunities for socialisation and wellbeing, fostering a sense of belonging and combatting isolation despite financial challenges. We continue to stay true to our purpose and vision.

Another milestone was celebrated with Music & Movement in its 40th year! We're pleased that Simona Green & Jane Boyd conducted a successful Music & Music session at Playgroup in November, and it was a wonderful time! With our Playgroup Coordinator Gill, Playgroup continues to steadily grow with the aim of our pre-Covid attendance, continually holding additional events such as Service NSW info sessions, Grandparents Day, Mother's Day, Father's Day, Harmony Day and holiday-themed sessions.

The resilience of Northside Produce Market remains intact with our Market Coordinator Lisa, despite various challenges with weather, staffing, and parking. We continue to support growers and stallholders, providing our patrons with a welcoming gathering place to shop, eat and enjoy on the first and third Saturday of the month (excluding Jan.).

The inclusion of kindergarten children marked a notable transition, adeptly managed by our After School Care Coordinator Gus. Gus's capable ability to manage this, along with an ever-growing team of staff and everything that comes along with children and their carers.

In addition to weekend classes and workshops, our focus on weekend venue hire gained momentum, particularly for children's birthday parties, booking gatherings people hadn't been able to hold over the past couple of years. This year we put in place a venue hire calendar system on the website for people to check availabilities and make booking a room easier, overseen by a very welcoming and capable Marianne Yag in Venue Hire.

Under the umbrella of our Program Coordinator Rosalynne Gray, we continue to offer diverse workshops such as: Crochet A Scarf, Drawing Faces, Smartphone Photography, Drumming, Encaustic Art, Shinrin Yoku Walk, Weaving from the Garden, Creative Collage, Make An Artist Journal, Vibrant Drawing & Artisan Bread Baking. We also welcome our annual Zonta events, the Birthing Kit Assembly workshop in August and Breast Care Cushion Sip & Stuff in October. Also in partnership with Zonta, on Friday March 10 we hosted a wonderful International Women's Day Breakfast with excellent speakers: Mayor Zoe Baker, North Sydney Council General Manager Therese Manns, Independent Federal MP Kylea Tink and Aminata Conteh-Biger, founder and CEO of the Aminata Maternal Foundation. It was a morning of inspiration, laughter and celebration, in a relaxed environment over breakfast. In collaboration with NSAUS we were also very pleased to welcome



Eddie Synott to the Centre for a very informative event about The Voice.

Our annual Seniors Festival in February showcased a Seniors Lunch and various classes as people were able to try out new activities and explore new hobbies. The instructors made it easy for everyone to participate and have fun. We also held an enjoyable Seniors Festival Morning Tea at Playgroup and a Seniors Market tour at the Northside Produce Market. We acknowledge the support of the NSW Government and North Sydney Council for the Seniors Festival Grant. We thank North Sydney Council for financially assisting our Friday Lunchtime Choir. At the end of each term we invite the community to enjoy a choir concert!

Special events also included a Shinrin-yoku walk for International Day of Forests in March, Relaxation Sound Bath and Sound Healing for Earth Hour. In October, for Mental Health month we received a North Sydney Council grant and held a men's only "Beers & Burgers with the Band" night featuring Rob Bullen's band. Despite the torrential rain we had an excellent turnout and it was a great success. We also continue our annual Smith Family Toy & Book Appeal throughout November.

With an "end of life" scheduled for our website platform we are redeveloping our website. We're enhancing our branding and social media under the leadership of our talented Marketing Coordinator Gretel Duque.

We are grateful to North Sydney Council for our building lease, assistance with maintenance and support, and thankful for their commitment to community wellbeing. Thank you to the Mayor, Councillors of North Sydney Council and all of the Council staff for their assistance.

As people's lives and circumstances change (babies, moving,

health, etc) with ever-changing staff and tutors, the only constant in life is change! So we adapt.. A big thank you to our dedicated Management Committee for overseeing HR issues, reviewing our business model, budgeting, strategising on how to stay financially viable and all other issues that manifest. Also, to Michelle Nixon, Asst. Director who for over 22 years has been a cornerstone of the Centre! Finally, a big note of appreciation to all of the incredible staff and volunteers, for whom I am very grateful to work with. For all of their efforts in continuing to make this such a cherished community space.



Management Committee



**GENIA
MCCAFFERY**
President

Genia joined the Committee in 2017. She has lived in North Sydney since the 1970s and says the Centre has been part of her life since then. She's done yoga and meditation here, her two kids went to Playgroup and to After School Care. She loves the Centre's markets, events and courses. She brings experience in local government, community development and her tenure as the mayor of North Sydney for 17 years. She's thrilled to be part of 'such a vibrant, compassionate Centre in our community'.



**VIVEK
SAMDARSHI**
Treasurer

Vivek joined the committee in 2019. He brings a background in Strategy and Finance with over 15 years' experience in the commercial sector in addition to his qualification as a Chartered Accountant. He is involved in initiatives to optimise Centre performance and looks to provide a long-term lens on Centre sustainability. Vivek enjoys giving back to community and was drawn to join the committee for this particular reason. He is interested in issues around economic wellbeing, social welfare, fine arts and enjoys collaborating with people.



**LYNN
OSWALD**
Vice President

Lynn joined the committee in 2005 and was elected Vice President in 2015. Lynn was a market stallholder for many years and regularly volunteers at the NSCC Info Stall at the markets. Lynn spent two years volunteering in Tanzania at the School of St Jude where she enjoyed exploring her passion for all things African, including her love of animals. Lynn is a great supporter of Centre events and fundraisers.



**BEATE
REINHARDT**
Secretary

Beate joined the committee in 2009 and brings skills from her professional background in administration, HR and accounting. In addition to being Centre Secretary and on the Finance Sub-Committee, Beate is a frequent student at the Centre, participating in latino dance, Zumba and drawing classes. Beate supports the Centre by volunteering at the Info Stall at the markets as well as at numerous events throughout the year where her warmth and energy are appreciated.



**BARBARA
DEGRAFF**
Committee Member

Barbara rejoined the committee in 2015. Her involvement with the Centre began when her sons attended After School Care from the mid 1990's through the mid 2000's. They loved their time at 'Leisure'. Barbara has over 30 years of marketing experience and is passionate about online marketing. She was raised in Albany, New York but considers herself a happy transplant. Barbara loves the sense of community the Centre offers and is a regular volunteer at the produce market.



**TRISH
CUTLER**
Committee Member

Trish joined the committee during 2018. She has lived in the area since migrating from South Africa in 2000. She currently runs her own small business, providing bookkeeping, BAS Agent and software consulting services. She has a B Comm from South Africa and is a member of the Institute of Public Accountants (IPA). She has always loved the Saturday markets and enthusiastically attends various adult classes.



**CORINNE
MADDEN**
Committee Member

Corinne joined the committee in 2017. Corinne, originally from France, coordinated Playgroup for 10 years and got to know the dedicated people working at the Centre and loved being creative and providing a warm, fun and safe environment for Playgroup. After retiring from Playgroup, Corinne has pursued her lifelong passion to teach French as a second language and maintains her special bond with Centre by belonging to the committee and contributing to the various events held by the Centre.



**JOHN
PLAYFORD**
Committee Member

John re-joined the Committee in December 2020. His original involvement with the Centre was when his youngest son attended After School Care in the mid 1990's. John quickly formed the view that the Centre was unique in terms of its diversity and visions for the future but most of all, the staff were very special people. He joined the Committee at that time to part of a Community based organisation that North Sydney was rightly proud of then and now. John re-joins after a 25 year break so he is 'well rested' and ready for 2021. John has a long career in Industrial Relations and we value his assistance on the Committee.



**JANE
AELLIG**
Committee Member

Jane joined the committee in 2018. She brings with her a strong background in finance gained over 10 years in the commercial and professional services sectors in addition to her qualification as a Chartered Accountant. Jane was excited and enthusiastic to join the committee being a local north shore resident and markets attendee and assists the Centre through volunteering at events and applying her professional qualifications.

Staff

DIRECTOR:
Michelle Worthley

ASST. TO DIRECTOR:
Michelle Nixon

PROGRAM & EVENTS COORDINATOR:
Rosalynde Gray

MARKETING COORDINATOR:
Gretel Duque

PROGRAMS ADMINISTRATOR:
Rosalynde Gray / Hana Safarova

MARKET COORDINATOR:
Lisa MacDonald

AFTER SCHOOL CARE COORDINATOR:
Gus Gomez

PLAYGROUP COORDINATOR:
Gill Alborough

VENUE HIRE ADMINISTRATOR:
Marianne Yag

ASC STAFF:
Roopa Jambur, Callum Boyd, Eliza Nicholls,
Catherine Donohue, Ella Nugent, Bianca Salis,
Ellena Hicks, Linda Ramsden, Silvia Jaimes,
Norma McLean, Linda Lee, Jung Yun Lim,
Kat Kelly, Nalini Chelliah, Alison Van Poppel,
Bridget Hawdon, Emily Ang and Ellen Lagan

PLAYGROUP STAFF:

Debra Rifai, Louise Tully, Roopa Jambur, Hajar
Torkaman Dehnavi, Claire Pascoe

Volunteers: Catherine June, Sally Lockrey, Chloe
Cantwell, Elizabeth Dunn, Ingrid Hannet and Sejal
Jobanputra

MARKET CREW:

Oliver Stone, Shayne Kraal, Jack Sambrook, Joanna
Moriarty, Aimee Roberts, Jack Jones, Bella Peardon,
Changhao Yu, Lisa Steel, Tanja Schroeder, Ella Nugent,
Hendrik Hoffman, Kieran Webb, Silvia Lara

Volunteers: Jeff Fai, Michele Owen and Janet Watson

OUR VOLUNTEERS:

Pratham Gupta, Rosemary Garrett, Sandy Boyd, Helen
Ritchie, Jane Barnes, Jules Miner, Mary-Ann Jackson,
Judi Green, Donna Karp, Louise Scahill and Jim
Bradfield (our amazing handyman!)

HIGH SCHOOL VOLUNTEERS:

Lucy, Katie, Hannah, Bella, Holly, Madeleine, Aneira,
Lili, Christopher, Ciara, Tilly, Hana, Jackson and
Charlotte

SPECIAL THANKS:

Bookkeeper: Julie Dahlberg

Caretaker: Johnny Pitt

Cleaner: Maya Kantar

Designer: Ben Gleitzman

IT Consultant: David Stone

Market Tours: Tawnya Bahr

Photographer: Zara King / Ray Williams

THANKS TO OUR PARTNERS

North Sydney Council, Northside Magazine and
Watermark Residences



Programmming, Classes & Events

Rosalynde Gray

50TH CELEBRATION!

The Open Day held in 2022 marked a significant milestone for North Sydney Community Centre as we celebrated our 50th Anniversary! The event was a resounding success, attracting a diverse range of attendees and showcasing the vibrant and inclusive nature of our community. One notable highlight of the Open Day was the large representation of young families who attended. Their presence highlighted the Centre's commitment to serving all generations within our community. However, it was also heartening to see individuals and couples of various ages dropping by throughout the day, reflecting the broad appeal of our programs and services.

In a display of community connection, the Open Day saw the presence of not only current participants but also individuals with a history at the Centre. It was particularly touching to have the attendance of grandparents and parents who had their children attend our Playgroup or ASC programs, demonstrating the lasting impact and fond memories associated with our Centre. Additionally, past staff members made appearances, rekindling old connections and reminiscing about their time at North Sydney Community Centre. We extend our sincere appreciation to all the staff, volunteers, and participants who contributed to the success of our 50th Celebration and Open Day 2022.



SENIORS FESTIVAL 2023

In this year's festival, we curated a morning of activities for attendees, highlighted by a lunch catered by Two Good Co. Participants had the opportunity to experience a diverse range of taster classes, including Tai Chi, Drawing, Zumba, Italian, and a delightful Choir sing-along. Alongside the taster classes, dedicated rooms hosted community talks, covering essential topics such as Estate Planning, Support for Carers, and the transformative power of Exercise is Medicine. These informative sessions provided valuable insights and resources to empower and educate our community. This year's Senior Festival embraced the spirit of learning, growth, and togetherness. We extend our heartfelt gratitude to Watermark Residence for their generous sponsorship of this year's Seniors Festival.

WOMAN IN COMMUNITY LEADERSHIP, 2023

In honour of International Women's Day, NSCC proudly collaborated with the Zonta Club of North Sydney to host an event, celebrating and recognising women in leadership within our community. The theme of the event, "Cracking the Code: Innovation for a Gender Equal Future," set the stage for an inspiring and thought-provoking gathering. Prominent female speakers attended the occasion, including Mayor Zoe Baker, North Sydney Council GM Therese Manns, Independent MP Kylea Tink, and CEO Aminata Conteh-Biger. Their stories, experiences, and expertise served as a testament to the incredible achievements and contributions of women in various fields. This event was a testament to NSCC's commitment to fostering gender equality and empowering women in leadership roles.

ULURU STATEMENT WITH EDDIE SYNOT, 2023

In April of 2023, Northern Sydney Community Centre (NSCC) organised a thought-provoking information talk on the Uluru Statement from the Heart, featuring Eddie Synot and the Northern Sydney Alliance for Uluru Statement (NSAUS). This event garnered an impressive turnout, with over 100 enthusiastic participants in attendance. Eddie Synot and the NSAUS provided invaluable insights, shedding light on the significance of the Uluru Statement and its call for constitutional recognition and a voice for Indigenous Australians. The session served as a powerful platform for education and dialogue, fostering a deeper understanding and appreciation for the aspirations of First Nations peoples in Australia.

We would like to thank North Sydney Council for the much-needed subsidising of our Friday Lunchtime Choir for 2023, and the continued support of our Centre and programs. We would like to also thank Artarmon Bunnings for their generous donation of Hanging Supplies for our Student and Tutor Exhibition in September. Their support will go a long way in ensuring that our future exhibitions are visually appealing and that our students' and tutors' works are adequately showcased.

NSCC is delighted to share that throughout this financial year, NSCC and its community have proudly supported over 88 individual small businesses by providing teaching and speaking opportunities. We have seen an average of 1159 enrolments per term, revitalising and bringing new energy to the community. We are grateful for the opportunity to contribute to the growth and success of local businesses and the overall well-being of our community.



COMMUNITY TALKS PARTNERSHIP WITH LOCAL SERVICE PROVIDERS

Ann Manning, *Restoring Health*
James Kelly, *Owen Hodge Lawyers*
Amy Nguyen, *The Chiropractor North Sydney*
Shannon Chin, *Fit Minds*
**Gamble Impact Society
Sanchana Venkatesh, *Flourish Inside Out*
Nenita Hammer, *Service NSW*
Donna Sabine, *Your Side*
Mary's House
Zonta *Linda Bisnette*
Holly Ferguson, *Kieser Cammeray***



Explorers Playgroup

Gill Alborough

This is the first uninterrupted year since lockdown at Explorer's Playgroup. While our numbers have not bounced back to pre-lockdown, there has been a steady stream of around 30 registrations a day. To manage this attrition the team has given up clean-up day at the beginning of term. The team is cleaning throughout the week to keep up our high standard of cleanliness.

The team has thankfully been very steady, aside from the loss of our wonderful team member Roopa to a traineeship in her new role and we wish her all the best in this endeavour.

We have celebrated several events this year, the highlight for the team was the yarn with Noel Pearson supporting parents and carers to understand why voting yes is not political but about nation building and our children's future. For NAIDOC week we were fortunate enough to secure funding where Auntie Jude from the Koori Kinnections spent the morning at Playgroup providing an opportunity for our explorers to listen to her stories and find out more about Aboriginal culture. Another great celebration was 40

years of Music and Movement to promote its ongoing success.

Our fund raiser event for the Biggest Morning Tea was a great success as was Open Day where we raised money for new equipment.

Our TAFE partnership has been invaluable. The students are studying a Bachelor of Early Education and recruited to complete a 3-week practical with us. The students have been dedicated and immersed themselves into our playgroup environment. It has been an excellent way for the team to keep fresh and current with great ideas straight from these new graduates.

There is so much that we are grateful for - our committee, our director Michelle and the Admin team, our fabulously enthusiastic team Deb, Hajar, Chloe, Louise, Gill. Our casuals Clare and our new casual Hendrik from ASC and finally our dedicated volunteers Ingrid, Catherine and Sejal. Our Explorers Playgroup would not exist without the carers, parents and grandparents and of course little Explorers for this we are most thankful.

MONTH	AVERAGE REGISTERED	TOTAL REGISTERED	AVERAGE KIDS	TOTAL KIDS
July/Aug	30	390	36	470
Aug/Sept	31	556	38	689
Sept/Oct/Nov	35	764	44	957
Nov/Dec	35	776	42	932
Jan/Feb	37	261	45	316
Feb/Mar	31	430	37	524
Mar/Apr	32	567	38	686
Apr/May	32	229	40	280
May/June	34	544	43	683
June	31	407	40	514
July	36	386	45	362
AVERAGE	33		41	
TOTAL		5310		6413



Marketing

Gretel Duque

In the 22-23 financial year, the North Sydney Community Centre achieved a 4% increase in website traffic, having a total of 33,339 new visits. The majority of our audience consists of women, accounting for 65.2%, while men represent only 34.8%. Additionally, the majority of our audience falls within the age range of 25 to 34 years (27.52%), providing us with an opportunity to offer courses to a younger generation (recent university graduates), followed by individuals aged 35 to 44 years (21.13%).

The North Sydney Community Centre has been working on a new website. This website aims to increase traffic by enhancing the user experience, providing additional functionality for finding and booking classes easily, and generating more enrolments through its new and fresh design.

In our current website, we also feature clear course descriptions, showcasing what each course entails, what we offer, and a breakdown of the course structure. By providing a detailed course breakdown, we offer our audience a better understanding of the course content, which enhances their decision to enrol.

Website Traffic – Organic Search → Increase by 4%

- 2022 → 32,138
- 2023 → 33,339

Website Traffic – Social Media → Increase by 28%

- 2022 → 5,085
- 2023 → 6,533

EMAIL MARKETING

The North Sydney Community Centre has achieved an impressive outcome with its email marketing efforts during the financial year. There has been a 16% increase in the open rate, despite a 22% decrease in the click-through rate, averaging 2.78% CTR compared to last year's 3.59%.

The newsletter's design has been updated, featuring clear colours and higher-quality images. Additionally, every campaign is

personalised, addressing recipients by their names, adding a touch of care and support. Personalisation in these campaigns has consistently led to higher open rates, as people tend to be more receptive to personalised emails.

According to Smart Insights, the average open rate for an email campaign stands at 34.51%, with a click-through rate of approximately 1.33%. However, our email campaigns have consistently outperformed these averages, which is a remarkable achievement.

Open Rate → Increase by 16%

- 2022 → 32.91%
- 2023 → 38.23%

Click Through Rate (CTR) → Decrease by 22%

- 2022 → 3.59%
- 2023 → 2.78%

Gained Subscribers

- 2023 → +240

SOCIAL MEDIA

NSCC's social media had a positive performance this year, primarily attributed to its high interaction with the community. The Centre consistently shares videos, interactive stories, and engaging images, encouraging people to interact with our content.

On Facebook, we experienced a positive outcome, with a significant increase in reach, representing a variation of 523%. Throughout the year, our content reached a total of 311,929 accounts, effectively exposing our brand and what we offer, thus boosting brand awareness. Additionally, the creation of Facebook Ads contributed to a rise in paid reach, with a variation of 112% and a total of 122,597 accounts reached through these ads. Moreover, our profile visits on Facebook increased substantially, with a total of 5,606 visits throughout the year, indicating a 173% growth. NSCC consistently



leverages social media to enhance awareness and increase enrolments through interactive videos, images, and engaging content.

Facebook Reach → Increase by 523%

- 2022 → 50,010
- 2023 → 311,929

Facebook Paid Reach (Facebook Ads) → Increase by 112%

- 2022 → 57,563
- 2023 → 122,597

Facebook Followers → Increase by 7%

- 2022 → 3,773
- 2023 → 4,037

Facebook Likes → Increase by 68%

- 2022 → 151
- 2023 → 254

Facebook Profile Visits → Increase by 173%

- 2022 → 2,051 visits
- 2023 → 5,606 visits

North Sydney Community Centre's Instagram page had an impressive outcome this year, primarily attributed to the use of interactive videos and Instagram stories. We gained a total of 875 new followers, representing a 31% increase in our follower count. Our goal is to reach 5,000 followers by the end of the year.

Moreover, our reach significantly expanded, showing a remarkable increase of 591%. Throughout the year, we reached a total of 114,999 accounts, including non-followers, which aligns with our objective of increasing awareness.

Instagram Reach → Increase by 591%

- 2022 → 16,640
- 2023 → 114,999

Instagram Followers → Increase by 31% (+875)

- 2022 → 2,825
- 2023 → 3,700

Instagram Profile Visits → Increase by 101%

- 2022 → 4,161
- 2023 → 8,400

EXPLORERS PLAYGROUP – Social Media

Instagram Followers → Increase by 32%

- 2022 → 376
- 2023 → 496

Facebook Followers → Increase by 1.2%

- 2022 → 779
- 2023 → 789

NORTHSIDE PRODUCE MARKET – Social Media

Facebook Followers → Increase by 5.2%

- 2022 → 6,919
- 2023 → 7,284

Instagram Followers → Increase by 11%

- 2022 → 6,291
- 2023 → 6,977



Northside Produce Market

Lisa MacDonald

The original forecast of the recent La Niña finishing by the end of June 2022 did not eventuate. In fact, it was not until March 2023 that it was officially declared as having ended. This triple La Niña impacted the market with lower numbers of shoppers therefore stallholders' sales were down. It had further consequences with some of our farmers being unable to attend the market as produce was not growing and they were unable to access the produce that had survived. The growers could not plant future crops which had a long-term effect. As this weather pattern was across the board, we were not able to source producers from elsewhere. When we did have the rare sunny market during this period – it was great to see all the smiling faces.

With people out and about in the Winter of 2022, influenza was prolific and it was not surprising to have stallholders cancel due to themselves or staff being sick. Staff shortages caused by Covid-19 and the lack of overseas workers continued during the second half of 2022. Stallholders would have to cancel markets and this issue still continues however it is improving.

By mid-October of 2022, the weather began to improve much to everyone's relief. It was at our October 15th market that for the first time we received an unusually high amount of feedback from customers that were angry, that it had been very difficult to find a carpark. Such complaints have continued with stallholders passing on the same feedback from their customers. Just when we thought we were recovering from La Niña and looking forward to brighter days, the parking difficulties have affected customer attendance and the stallholders are suffering.

Running parallel to the above, over this last financial year, there has been ongoing financial uncertainty due to the

federal election and the interest rate rises. Stallholders have noticed a reduction in customer spending. Here's hoping that we find ourselves in more stable financial times and the wonderful Northside Produce Market prospers.

North Sydney Council continued to provide funding for the much enjoyed, free 'Behind the Scenes' market tours and the fabulous, free 'Check In & Tune Up' bicycle servicing for the community. Northside Produce Market is ever appreciative of all of the support that North Sydney Council provides and it is great to enable Council to further connect to the public via their community engagement stalls held at the market.

Despite the difficulties the market has dealt with over the last financial year, I cannot help but be uplifted from experiencing and witnessing the power of healthy connection that takes place at Northside Produce Market. Seeing and hearing customers and stallholders enjoying the relationships developed in the marketplace is wonderful.

Northside Produce Market is a valuable tool for our community to become more aware of how food is produced and comes to them. It enables our customers to make better-informed choices regarding the food they purchase by connecting them directly to the source of it, and then there are all the other benefits that come from buying fresh produce straight from the farm and the artisan food producers.

In 2024, Northside Produce Market will be celebrating its 25th year and no wonder, with everything that it offers and provides to its community.

As always, I am grateful to the North Sydney Community Centre staff, Committee and volunteers for all of their efforts, support, inspiration and kindness

Attachment 10.5.10





After School Care

Gus Gomez

ACHIEVEMENTS AND PROGRAM ENHANCEMENTS

Software Integration: during the last 12 months, at Leisure we successfully integrated Xplor software into its operations. Families and the team have become proficient in utilising its features, enhancing communication and program management.

Kindergarten Expansion: In term 4 of 2022, After School Care (ASC) welcomed children aged from five years old, including kindergarten students who added a vibrant energy to our routine. An adapted logistics process was introduced for kindergarten students' pick-up, ensuring their safety and efficiency.

Garden Project: We received a grant for the redevelopment of our garden, aiming to create an inspiring outdoor space for our children. The Bush to Bowl team's visit in November 2022 provided invaluable guidance for the project from an indigenous perspective.

Enrolment and Participation

- Current Kindergarten Enrolled: 18
- Families Enrolled: 140

Increased Enrolment: Positive feedback from families regarding interactions, activities, food, and space contributed to a significant increase in enrolment and bookings, with a current count of 140 families enrolled.

Team Development: We managed to keep a vibrant and balanced team who interacts effectively with both families and children. The team witnessed some changes during the year, with departures and new arrivals. Notably, long-standing team member Callum Boyd concluded his remarkable 11-year journey with the Centre, leaving behind a legacy of dedication and commitment.

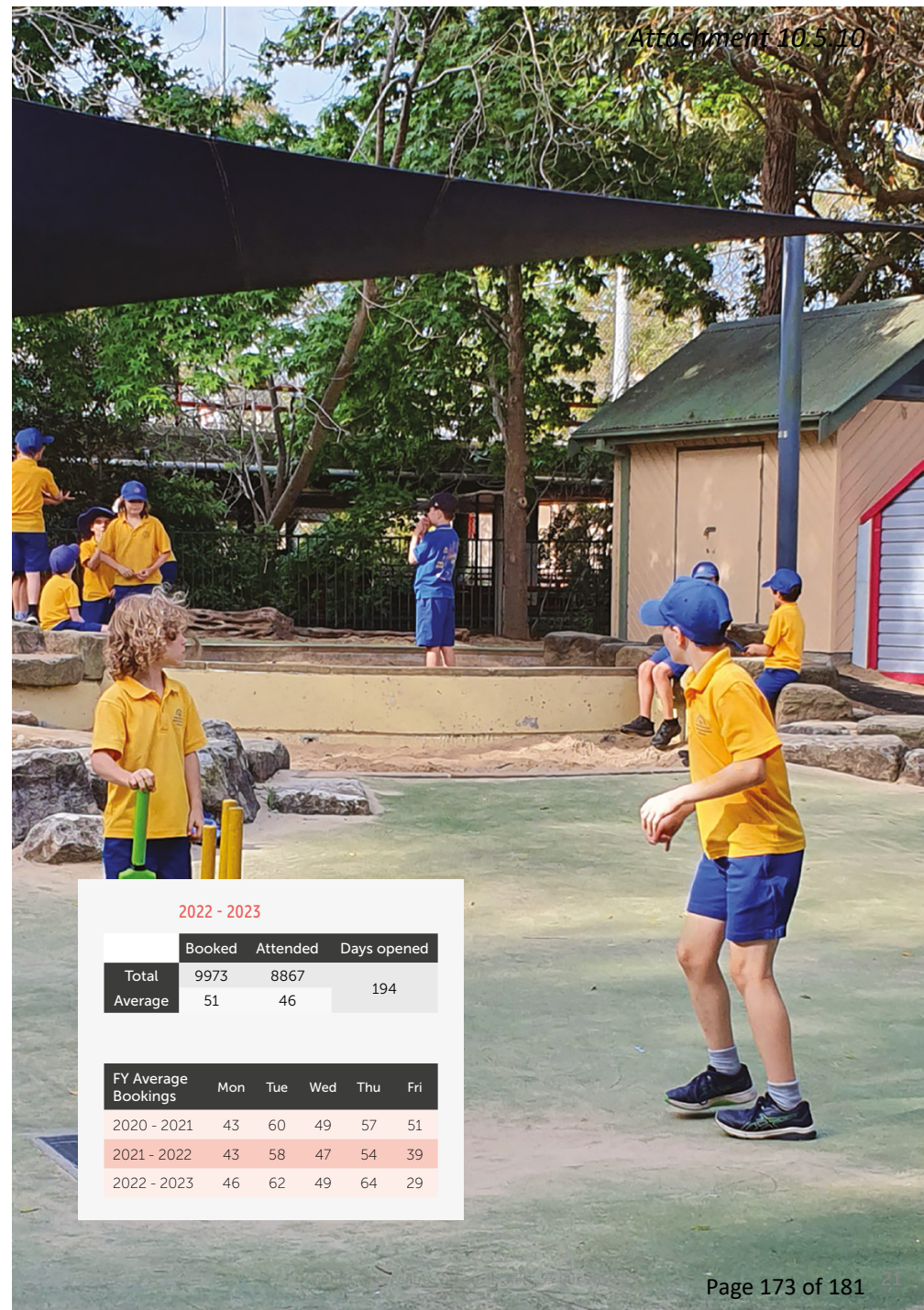
The addition of new team members, including Emily, Jung, Ellen, Linda, Alison, Bridget, Nalini, and Silvia, brought fresh perspectives and expertise to the Centre.

Nalini, a former KU coordinator, assumed the role of Educational Leader, enhancing the Centre's leadership and educational capabilities. Silvia's transition to the ZIC position, previously held at KU, contributes to the Centre's managerial efficiency.

Inclusion Support: We successfully welcomed and supported children with special needs in our program. Throughout the year, we received special needs cases, with families expressing satisfaction with our inclusive approach. Inclusion Support cases were approved, with one significant case involving three children with special needs, two of whom have permanent bookings. The NSCC ASC proudly upheld its commitment to inclusion by accommodating children with special needs. At Leisure, we provided an environment where these children felt embraced and supported.

Department of Education Inspection: The Centre successfully underwent a spot check inspection by the Department of Education on June 26, 2023. The inspection led to the identification of certain areas for improvement, including the update of team member certificates and consent forms. The Centre promptly addressed these points in alignment with the DoE's requirements.

In general, North Sydney Community Centre After School Care's (NSCC ASC) financial year 2022-2023 was marked by growth, inclusivity, and progress. The Centre's commitment to fostering a positive environment for children, families, and the team remains unwavering. The collective efforts of the team, community, and stakeholders ensure that NSCC ASC continues to thrive as a valuable resource for the North Sydney community.



Attachment 10.5.10

2022 - 2023

	Booked	Attended	Days opened
Total	9973	8867	
Average	51	46	194

FY Average Bookings	Mon	Tue	Wed	Thu	Fri
2020 - 2021	43	60	49	57	51
2021 - 2022	43	58	47	54	39
2022 - 2023	46	62	49	64	29



Venue Hire

Marianne Yag

Say farewell to the days of virtual learning and online activities during the Covid lockdowns. Now, it's time to step out and join North Sydney Community Centre for a diverse range of in-person classes and events. From creative workshops to health and fitness classes, social gatherings, and educational talks, our Centre welcomes everyone.

Our doors are wide open to service the vast mix of locals, have families around Australia choose our community centre and host many theme and memorable events. Venue hire has become ever so popular, where people are booking their events six months in advance.

The past year, we have welcomed C3 Church to host their 'Lower North Shore' Church service every Sunday throughout the year. We've hosted themed birthday parties which are a hit here, featuring petting zoos, interactive games and jumpy castles. Teens can enjoy Murder Mystery parties, while young kids delve into

soccer, science, disco, and Lego-themed parties along with fairy parties, the most popular with unicorn themed parties and mystical masquerade parties. It is amazing to see how many themed birthday parties we have accommodated, such as, jungle animal petting zoo parties, and adorable, interactive farm animal parties. The most popular birthday parties are the enchanted parties including the famous themed jumping castles.

Adults too find their place with events some complete with catering and drinks, such as milestone birthdays, including a surprise 30th!, fundraisers, large group gatherings, Mother's group luncheons, family BBQ's and joint picnics. Our well-equipped Centre boasts sunny light-filled rooms, a large kitchen, and an expansive secured playground area. Our hours for venue hire also extend into the evening. Whether it's a baby event or an adult party, our clean facilities, ample parking, and versatile spaces await. Come create lasting memories with us!



Music & Movement

Jane Boyd

The Music and Movement program at the NSCC proudly celebrated its 40th anniversary in 2022.

An open day at Playgroup was set up in November 2022 for children in different age groups run by Simona Green and Luisa Rosales. It was a happy event with much positive feedback.

The program was initiated by the eminent music educator Dr Doreen Bridges in 1982 who was keen to put her doctoral research and teaching publications to the test by running a program for pre-schoolers at the Kirribilli Neighbourhood Centre for a short time and then at the 'Leisure Centre' as the NSCC was known then. The program offered classes to 3-4yr olds and 4-5yrs olds. 'Dee' had never taught little children before and had a no-nonsense approach to her teaching. The program was successful however and by the time my 3rd child attended her classes Dee encouraged me to enrol in her teacher training program with a view for me to take on the classes after her retirement. This was very daunting but ultimately, I stepped into her shoes and began to teach the program in 1991.

The program over the years expanded with classes offered to 2.5-3yr olds and spread into the community offering preschool and school age classes for 5-8yr olds. The Bridges to Music School was born in Dee's honour.

In 2012 Simona Green joined the program and trained with me for the year before taking on Bridges to Music classes at the Sydney Conservatorium of Music in 2013. Over the years, Simona gradually took over all the pre-school classes including the NSCC.

In 2020 with the onset of COVID and cancellation of all classes the program was severely impacted and has been slowly building the enrolments since.

The importance of the ongoing support that the Community Centre has continued to give the program cannot be underestimated. Early Childhood Music education no longer exists in Early Childhood teacher or Primary teacher training and having

a few workshops within a teacher training degree or certificate cannot be classified as classroom music tuition.

There have been many musician parents, musicians and educators over the years who have observed the Community Centre the Bridges to Music program and have drawn much value from doing this. It has always been an eye opener for them to see the complexity that is required to create a program which maintains the integrity of good Early Childhood Music Education referring to the great music educators of the 20th Century and focussing on experiential learning through creative and rhythmic movement, song, dramatisation and percussion.

I am forever grateful to Simona for her passion, diligence, incredible work ethic and loyalty to the philosophy of the program and to the Community Centre for their ongoing support. Simona has been responsible for the growth of the Bridges to Music program at the Conservatorium and now with the ACO in Millers Point in their beautiful Pier venue and continues to teach and promote the program in the community. Early Childhood Music Education is alive and surviving for now thanks to those who support this invaluable program!





Treasurer's Report

Vivek Samdarshi

FINANCIAL YEAR ENDED 30TH JUNE 2023

2023 sustained the theme of challenging fiscal performance, with the Centre continuing to feel the drag effects of covid, particularly across the adult class programs in the first quarter of FY23. Further challenges were provided by inclement weather, weighing on the momentum of the ever-popular produce market. Notwithstanding this, the 50th anniversary of North Sydney Community Centre provided a great opportunity to celebrate our history at an important moment in time. Coupled with the consistently hard working and positive attitude of all staff and experienced hands that saw the Centre manoeuvre through covid, these were integral factors in kick starting momentum which lead to steady improvement in attendance across all programs by the second half of the financial year.

Despite tireless efforts, themes of increasing costs, the need to refresh critical digital architecture and broader economic slowdown continued to impact the bottom line with the Centre delivering a financial deficit in excess of \$170,000. This was an improvement on FY22 loss in excess of \$200,000 however back-to-back years of challenging financial landscape saw cash reserves reduce by more than 30% to \$392,803.

Focus remains on driving financial performance into FY24 however we are still some way off getting back to pre-covid levels. Ongoing review of the program offering to ensure value and accessibility to our patrons remains front of mind. The Centre will look to leverage marketing across all digital platforms plus recent investment into the North Sydney Community Centre website which is easily accessible, increasingly user friendly and provides comprehensive view of upcoming events at the Centre. This was a significant expense item in FY23 however the Centre is confident it will be an important vehicle to drive reach and engagement in an effective format whilst supporting efficiencies in day-to-day administration of the Centre. All programs remain of utmost importance to our Centre and focus on these initiatives will ensure we are able to continue providing a high quality and relevant offering to our patrons.

As always, we remain extremely grateful for the substantive support from North Sydney Council that included grants, the use of the wonderful Centre building and various other areas of assistance.



Committee Members' Report for the year ended 30 June 2023

The committee members present their report, together with the financial statements, on the incorporated association for the year ended 30 June 2023.

COMMITTEE MEMBERS

The names of the committee members throughout the year and at the date of this report are:

Genia McCaffery
Lynn Oswald
Trish Cutler
Beate Reinhardt
Barbara DeGraff
Corrine Madden
Jane Aellig
Vivek Samdarshi
John Playford

PRINCIPLE ACTIVITIES

Providing services to the community such as children's services and adult education.

SIGNIFICANT CHANGES

No significant changes in the nature of these activities occurred during the year.

OPERATING RESULT

The result for the year amounted to a deficit of \$188,849.

Signed in accordance with a resolution of the Members of the Committee.


20/9 2023

General Information

for the year ended 30 June 2023

The financial statements cover North Sydney Community Centre Incorporated as an individual entity. The financial statements are presented in Australian dollars, which is North Sydney Community Centre Incorporated's functional and presentation currency.

North Sydney Community Centre Incorporated is a not-for-profit incorporated association, incorporated and domiciled in Australia.

A description of the nature of the incorporated association's operations and its principal activities are included in the committee members' report, which is not part of the financial statements.

The financial statements were authorised for issue on 20th September 2023.

Statement Of Profit Or Loss And Other Comprehensive Income

for the year ended 30 June 2023

	2023 \$	2022 \$
Revenue		
Grants & Subsidies	203,106	243,916
Interest Received	2,258	3,108
After School Care Fees	193,314	126,214
Class and Event Fees	545,019	284,584
Market Income	244,861	172,300
Playgroup Fees	68,301	39,040
Venue Hire	81,170	30,789
Other Income	16,636	13,721
	<u>1,354,665</u>	<u>913,672</u>
Expenses		
Accountancy & Audit	(15,719)	(12,037)
Advertising & Promotion	(128,049)	(25,974)
Administration Expenses	(12,463)	(9,408)
Equipment Purchase/Replacement	(11,585)	(1,154)
Entertainment & Materials	(50,413)	(25,133)
Insurance	(19,265)	(15,611)
Repairs & Maintenance	(2,115)	(3,593)
Staff Expenses	(917,075)	(780,844)
Tutors Fees	(267,484)	(152,198)
Other Expenses	(119,346)	(92,382)
	<u>(1,543,514)</u>	<u>(1,118,334)</u>
Deficit for the year	<u>(188,849)</u>	<u>(204,662)</u>
Other comprehensive income for the year	-	-
Total comprehensive loss for the year	<u>(188,849)</u>	<u>(204,662)</u>

Statement Of Financial Position

for the year ended 30 June 2023

	Note	2023 \$	2022 \$
Assets			
Current assets			
Cash and cash equivalents	3	392,804	570,465
Trade and other receivables	4	6,176	-
Total current assets		<u>398,980</u>	<u>570,465</u>
Total assets		<u>398,980</u>	<u>570,465</u>
Liabilities			
Current liabilities			
Trade and other payables	5	61,232	58,272
Provisions	6	104,458	103,083
Total current liabilities		<u>165,690</u>	<u>161,355</u>
Non-current liabilities			
Provisions	6	24,268	11,239
Total non-current liabilities		<u>24,268</u>	<u>11,239</u>
Total liabilities		<u>189,958</u>	<u>172,594</u>
Net assets		<u>209,022</u>	<u>397,871</u>
Equity			
Retained surpluses		<u>209,022</u>	<u>397,871</u>
Total equity		<u>209,022</u>	<u>397,871</u>

Statement Of Changes in Equity

for the year ended 30 June 2023

	Retained surpluses \$	Total equity \$
Balance at 1 July 2021	602,533	602,533
Deficit for the year	(204,662)	(204,662)
Other comprehensive income for the year	-	-
Total comprehensive loss for the year	(204,662)	(204,662)
Balance at 30 June 2022	397,871	397,871
Balance at 1 July 2022	397,871	397,871
Deficit for the year	(188,849)	(188,849)
Other comprehensive income for the year	-	-
Total comprehensive loss for the year	(188,849)	(188,849)
Balance at 30 June 2023	209,022	209,022

Statement of Cash Flows

for the year ended 30 June 2023

	Note	2023 \$	2022 \$
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		1,480,855	1,003,471
Payments to suppliers and employees (inclusive of GST)		(1,660,774)	(1,171,648)
Interest paid		2,258	3,108
Net cash used in operating activities		(177,661)	(165,069)
Cash flows from investing activities			
Net cash from investing activities		-	-
Cash flows from financing activities			
Net cash from financing activities		-	-
Net decrease in cash and cash equivalents		(177,661)	(165,069)
Cash and cash equivalents at the beginning of the financial year		570,465	735,534
Cash and cash equivalents at the end of the financial year	3	392,804	570,465

Notes to the Financial Statements

for the year ended 30 June 2023

Note 1. Significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

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

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

Basis of preparation

In the committee members' opinion, the incorporated association is not a reporting entity because there are no users dependent on general purpose financial statements.

These are special purpose financial statements that have been prepared for the purposes of complying with the Australian Charities and Not-for-profits Commission Act 2012 and associated regulations. The committee members have determined that the accounting policies adopted are appropriate to meet the needs of the members of North Sydney Community Centre Incorporated.

These financial statements have been prepared in accordance with the recognition and measurement requirements specified by the Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') and the disclosure requirements of AASB 101 'Presentation of Financial Statements', AASB 107 'Statement of Cash Flows', AASB 108 'Accounting Policies, Changes in Accounting Estimates and Errors', AASB 1048 'Interpretation of Standards' and AASB 1054 'Australian Additional Disclosures', as appropriate for not-for profit oriented entities (except for the accounting policies described below).

Historical cost convention

The financial statements have been prepared under the historical cost convention.

Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the incorporated association's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2.

Revenue recognition

The incorporated association recognises revenue as follows:

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the incorporated association is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the incorporated association: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Notes to the Financial Statements (continued)

for the year ended 30 June 2023

Note 1. Significant accounting policies (continued)*Grant income*

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

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

Income tax

As the incorporated association is a charitable institution in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the incorporated association's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the incorporated association's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

The incorporated association has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Property, Plant and Equipment

Purchases of equipment are expensed in the period of purchase.

Trade and other payables

These amounts represent liabilities for goods and services provided to the incorporated association prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Notes to the Financial Statements (continued)

for the year ended 30 June 2023

Note 1. Significant accounting policies (continued)**Employee benefits***Short-term employee benefits*

Liabilities for wages and salaries, including non-monetary benefits, annual leave, long service leave and accumulating sick leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled. Non-accumulating sick leave is expensed to profit or loss when incurred.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Goods and Services Tax ('GST') and other similar taxes

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

New Accounting Standards and Interpretations not yet mandatory or early adopted

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the incorporated association for the annual reporting period ended 30 June 2023. The incorporated association has not yet assessed the impact of these new or amended Accounting Standards and Interpretations.

Note 2. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Employee benefits provision

As discussed in note 1, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Notes to the Financial Statements (continued)

for the year ended 30 June 2023

Note 3. Cash and cash equivalents

	2023 \$	2022 \$
<i>Current assets</i>		
Cash on hand	860	860
Cash at bank	91,944	269,605
Term Deposits	300,000	300,000
	<u>392,804</u>	<u>570,465</u>

Note 4. Trade and other receivables

	2023 \$	2022 \$
<i>Current assets</i>		
Other receivables	6,176	-

Note 5. Trade and other payables

	2023 \$	2022 \$
<i>Current liabilities</i>		
Creditors & Accruals	61,034	57,955
GST Payable	198	317
	<u>61,232</u>	<u>58,272</u>

Note 6. Provisions

	2023 \$	2022 \$
<i>Current liabilities</i>		
Annual leave	53,824	53,522
Long service leave	50,634	48,440
Parental leave	-	1,121
	<u>104,458</u>	<u>103,083</u>
<i>Non-current liabilities</i>		
Long service leave	<u>24,268</u>	<u>11,239</u>

Note 7. Contingent liabilities

The incorporated association has no contingent liabilities at 30 June 2023 and 30 June 2022.

Note 8. Commitments

The incorporated association has no commitments at 30 June 2023 and 30 June 2022.

Note 9. Related party transactions

Transactions with related parties

There were no transactions with related parties during the current and previous financial year.

Notes to the Financial Statements (continued)

for the year ended 30 June 2023

Note 9. Related party transactions (continued)

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

Note 10. Events after the reporting period

No matter or circumstance has arisen since 30 June 2023 that has significantly affected, or may significantly affect the incorporated association's operations, the results of those operations, or the incorporated association's state of affairs in future financial years.


Committee Members' Declaration

for the year ended 30 June 2023

In the committee members' opinion:

- the incorporated association is not a reporting entity because there are no users dependent on general purpose financial statements. Accordingly, as described in note 1 to the financial statements, the attached special purpose financial statements have been prepared for the purposes of complying with the Australian Charities and Not-for-profits Commission Act 2012 and associated regulations;
- the attached financial statements and notes comply with the Accounting Standards as described in note 1 to the financial statements;
- the attached financial statements and notes give a true and fair view of the incorporated association's financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the incorporated association will be able to pay its debts as and when they become due and payable.

On behalf of the committee members


20/9 2023



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Independent Auditor's Report to the Members of North Sydney Community Centre Incorporated

Report on the Audit of the Financial Report

Opinion

We have audited the annual report, being a special purpose financial report, of North Sydney Community Centre Incorporated (the Incorporated Association), which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the members' declaration.

In our opinion, the accompanying annual report of the Incorporated Association is in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- i) giving a true and fair view of the Incorporated Association's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- ii) complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2022.

Basis for opinion

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

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

Emphasis of matter regarding basis of accounting

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

Other information

The members are responsible for the other information. The other information comprises the information in North Sydney Community Centre Incorporated's annual report for the year ended 30 June 2023, but does not include the financial report and the auditor's report thereon. Our opinion on the annual report does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the annual report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information we are required to report that fact. We have nothing to report in this regard.

Members' responsibility for the annual report

The members of the Incorporated Association are responsible for the preparation of the annual report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial statements is appropriate to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and is appropriate to meet the needs of the members. The members are also responsible for such internal control as the members determine is necessary to enable the preparation of the annual report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

Auditor's responsibility for the audit of the annual report

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

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

Nexia Sydney Audit Pty Limited

Brett Hanger
Director

Dated at Sydney, this day 21st of September 2023



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