

# Annual Report 2016-2017

Local Community Services Association Inc. (LCSA)



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## Our Vision

# Vibrant Local Community Organisations

L – Local place-based

O – Local ownership

C – Capable and connected

A – Achievements and aspirations

L – Local leadership

## Our Purpose

LCSA is a membership organisation representing the diverse interests of locally governed not-for-profit organisations in NSW. Our **purpose** is to provide collaborative leadership. We do this through connecting and resourcing members and communities to promote social justice principles in public policy.

## Our Values

Local Community Services Association (LCSA) embraces the values of diversity, integrity, connectedness and inclusion. Our values underpin our work and are integral in achieving our purpose and strategic priorities.

## What we do

As a leading membership organisation LCSA has a number of key roles:

- Engage with and represent the interests of members.
- Support members to build capacity including community engagement, community development and organisational governance.
- Promote engagement, collaboration and communication between our members, communities, government and other stakeholders to support strong regional connections and local communities.
- Share and disseminate sector information and resources to members and stakeholders.

# PRESIDENT'S REPORT

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I would like to begin my report by acknowledging that the LCSA and its members work and operate on Aboriginal land throughout NSW and I would like to acknowledge the traditional custodians of the lands in which LCSA members operate.

This past year has been a year of embracing change and exploring new directions for LCSA and its members. The environment of reform for LCSA staff and members, was both challenging and focussed on outcomes. We have forged ahead with new directions and determination and look forward to new challenges.

I would like to express my deepest appreciation to my fellow board members who have shown professional insight, great leadership and expertise within this period. The LCSA strategic plan was developed and initiated during this time. The Board are champions for Neighbourhood Centres across NSW and have my upmost respect and admiration for all their hard work and dedication.

I would also like to acknowledge and thank the Regional Representatives who provide such amazing input from regions across NSW.

Neighbourhood Centres and locally governed member organisations are evolving and adapting in a changing environment and we feel privileged to be listening and learning from our members and representing their interests with pride.

The staff of the LCSA, under the leadership of EO, Can Yasmut, have continued to provide extraordinarily high levels of information, research and sector expertise. I would like to formally acknowledge the hard work and commitment of the staff of the LCSA.

We are delighted with the way our co-location with our fellow peak organisations Youth Action and FaMS is creating an inspiring work environment and strengthens our relationship, creating conversations and opportunities for us as partners.

Finally, I wish to acknowledge our funding body, the Department of Family and Community Service, for their ongoing support and our partnership with the Harwood Institute for Public Innovation, for their commitment to see LCSA members thrive.



I am looking forward to an exciting year ahead and look forward to working with all of you.

*Gretchen Young, LCSA President*

# EXECUTIVE OFFICER'S REPORT

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LCSA has the vision of Vibrant Local Community Organisations that are locally place-based, locally owned, capable, connected, achieving, aspirational and adaptive in their leadership. As a member-driven organisation our purpose is to provide collaborative leadership, ensuring that our members' interests are well-understood and well-represented, and at the same time that we create an environment where our members can learn and reflect together.

In the past year we have focussed on

- influencing the Targeted Earlier Intervention Reform
- working with our members and specifically the Regional Representative Council to ensure an active membership
- supporting members by enhancing and developing new procedures and processes which support effective participation in LCSA
- Nurturing existing and forming new partnerships to create a learning environment and space for reflection
- influencing public debate by being the voice of community development in NSW and
- connecting government to members and communities, to ensure that community voice is heard.

We acknowledge that partnerships and collaborations add immense value to our membership and other stakeholders, and to the work we do. We thank our funding body FACS for their support and collegial approach to LCSA. We would like to extend our gratitude to the entire teams of Youth Action and FamS, for making our work environment so much more stimulating, efficient and enjoyable.

I thank the LCSA staff team Asha and Lyn and the LCSA Public Innovation Coaches Julie, Brian and Michael, for your continuous support for LCSA members and the work we do. I also thank John Ferguson and Anna Kim for providing astute financial services and all our Regional Representatives for acting as the conduit between LCSA and our members.

Finally, I would like to thank the LCSA Board for providing open and professional leadership, and for being adaptive and supportive throughout the year.

Please take the time to read about our projects and achievements in the past year.



*Can Yaşmut, LCSA Executive Officer*

# PROJECTS

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## Sector Development and Capacity Building

LCSA is funded by FACS as a sector development peak organisation to provide member support in representation, policy collaboration and involvement in program planning and reform. FACS' expectation is that social policy is well informed through the input of diverse views and independent advice; that the sector is well-informed and able to effectively engage with the human service agencies and that the service sector is driven by results.

Respectively, LCSA's work aims to achieve three outcomes:

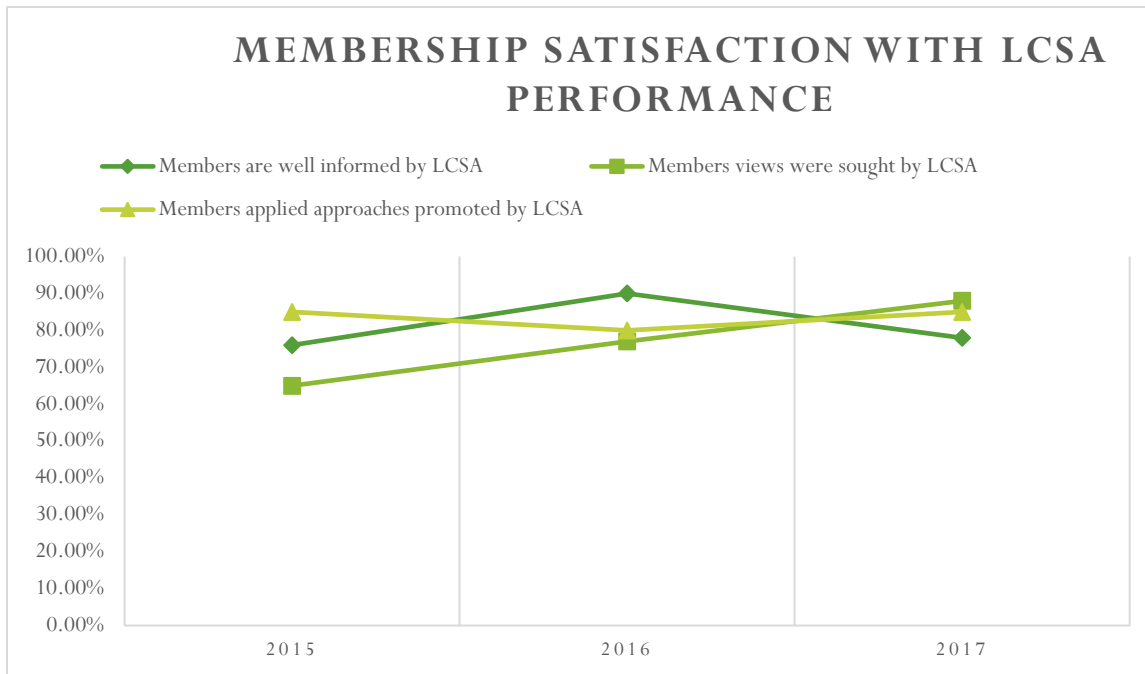
1. Sector understands FACS intentions concerning future service and program design and the role of neighbourhood and community centres and locally based
2. Sector contributes to FACS understanding of the capacity and potential of neighbourhood and community centres, locally based services in its service and program design
3. LCSA member organisations are prepared and developed to be able to identify and provide required services within FACS reform framework.

We continued monitoring our performance by asking our members through a quarterly survey on how we are faring. The participation rate is steady at 20-25% of our membership responding to the surveys. Overall we received a total of ... 5 responses that show

76% of member agencies/consumers reported they are well informed by peak about broader social policies, and of changes and developments within the sector. (2015: 76%; 2016: 90%)

88% of members reporting their views were sought by peak on social policy issues affecting the child and family services sector. (2015: 65%, 2016: 77%)

85% evidence based approaches (aimed at improving outcomes for members, the sector and clients) being applied either: directly by the peak &/or by members agencies as a result of peak activity/project (For peaks with member agencies). (2015: 85%, 2016: 80%)



## Targeted Early Intervention Program Reform\Community Strengthening Outcomes Framework

LCSA has been the voice for community strengthening within the Targeted Early Intervention (TEI) Reform of FACS funding programs that include Community Builders. Our representation of the interests of LCSA members and their role within TEI has resulted in some notable achievements for the sector:

**A 3-year conditional extension of funding to 2020:** A meeting between LCSA, Youth Action, Fams, NCOSS and Minister for Family and Community Services The Hon. Pru Goward MP at the beginning of 2017 lead to funding security for the sector during the reform and transition process and slowing down the reform so that proper planning processes could be put in place. The peaks asked for Minister Goward assurance that the reform processes would be best practice. We appreciate the Minister’s decision to extend the timeframes, allowing the sector and FACS working together to ensure the reform process is successful.

**Local Planning Process:** The TEI Reform is committed to have local planning processes in place that determine the best suitable district plan and service system to respond to the identified priorities in each FACS District. LCSA welcomes the commitment to have a more sophisticated approach to planning that is not done centrally. However the challenge is that the TEI Reform therefore takes a slightly different shape in each district, with all district progressing at different paces. This bring with it the opportunity to contribute to and influence the planning processes on a local level.

**Central Governance:** LCSA has advocated for a strong central governance structure, the TEI Central Council, which has been put in place to ensure that FACS Head Office and FACS Districts are working together and the TEI Reform implementation is following the reform timelines and program guidelines.

Together with LCSA, other peak bodies and government agencies from the Human Services sector meet regularly to oversee the TEI Reform processes.\

**The Role of Community Strengthening within TEI:** Within the the TEI Program Guidelines we have negotiated Options 1-3 as a recognition of the neighbourhood centre model in early intervention and prevention. Based on our conversations with our members at LCSA conferences, regional meetings, LCSA Regional Representative Council meetings and at board level we have had input into accommodating Community Builders. This resulted in the new TEI Program dissolving the 4 Community Builder Service Activity Descriptions into the 3 TEI Service Options.

Option 1 was designed to fund community conversations (e.g. using a Public Innovation approach) amongst other activities building social capital and community connection and participation. Option 2 is about providing a Community Centre which for the first time recognises the role of neighbourhood centres as a soft-entry point and a place where people gather and access other activities run out of a centre. Option 3 is about providing Community Support through community based activities which are not case work or family support work, dealing with all people not only those in the three priority groups. The challenge ahead is to relate any activities under these three options to the TEI Outcomes.

**Sector Assistance Strategy:** FACS has engaged ARTD Consultants to devise a strategy on how best to resource the implementation of the TEI Reform and build sector capacity. We contributed to workshops, interviews and surveys facilitated by ARTD regarding the Sector Assistance Strategy. Once devised such a strategy will build the sectors' capacity to adapt and change.

**TEI Performance, Monitoring & Evaluation Framework:** This is one of the most important aspects of the reform. FACS has released a draft framework and opened it up for feedback. LCSA appreciates the values and research review within the document. It requires more input from the sector for whole-of community and broader community target groups to be considered in the way outcomes are articulated and measured.

Overall and despite the challenges, we are confident that the importance of community strengthening and role of neighbourhood centres is well-understood and we will continue our representation to ensure that this translates into meaningful and measurable contributions our membership can make in the future TEI Program.

## CommunitybuildersNSW Website

LCSA has provided the administration for the CommunitybuildersNSW Website since 2014. In November 2016 LCSA and FACS have entered negotiations for the content of the website to be integrated into a separate section of the LCSA website. This work is still due to commence. The vision is that while still making the website content accessible, that LCSA would build strategies into the program that build sector capacity in the community building space such as webinars and information sessions with a particular focus on the community strengthening stream within TEI.



LCSA wishes to thank FACS for their on-going support and funding for this program and for giving us the opportunity to explore new ways of best addressing the capacity building needs of the sector.

## Office Open Day

On 8 May 2017, LCSA, FAMS and Youth Action hosted an Open Day celebrating one year of colocation at our new premises at Level 4, 52-58 William Street, Woolloomooloo.

Amongst members and partners from other organisations the day was attended by The Hon. Scott Farlow MLC, Parliamentary Secretary to the Premier, Ms Donna Ingram and The Hon. Alex Greenwich, MLA, the local member as well as representatives from FACS.



The Hon. Scott Farlow MLC addressing the audience at our Open Day.



The Hon. Alex Greenwich MLA and his advisor Roy Bishop being briefed by our colleagues from Youth Action.

## Farewelling Brian

After being with LCSA for more than 10 years and Brian Smith has left the organisation to pursue new endeavours.

Brian's leadership as the former Executive Officer has been outstanding in creating a broader understanding of the role and value of neighbourhood centres both within their respective communities and the community services sector at large. We wish to say "Thank You".

As a trained Public Innovation Coach our working relationship with Brian will continue and we are looking forward to it.



## Partnership with the Harwood Institute for Public Innovation

### Creating a Learning Environment for Public Innovation in NSW

#### Developments in Public Innovation

The 2016-17 financial year saw the finalisation of the three year contact, begun in October 2014, with the Harwood Institute for Public Innovation. Since the first Public Innovation Lab, participants had been participating in monthly coaching calls and three innovation spaces which were held in 3 different locations throughout the state. The last of these innovation spaces occurred in November/ December 2016 and prepared participants to continue to develop and spread their practice.

While some areas set up Communities of Practice or remained in touch with their Harwood Institute coaches, LCSA wanted to ensure an affordable option for people seeking coaching as they worked to engage people in sharing their knowledge of the local community through conversations and participating in the change they want to make.

Five Australian coaches were trained by the Harwood Institute and completed their certification in December 2016. Since then, they have all been involved in encouraging and coaching public innovators to grow their skills in conducting community conversations and engaging the 'unusual suspects and partners' in forwarding community aspirations. These coaches are: Julie Williams from the Far North Coast, Michael Szafraniec from the Illawarra, Brian Smith, Lyn Lormer and Can Yasmut.

Some of the efforts they have participated in include: communities of practice in the Blue Mountains and the Illawarra, work with South East Sydney Area Health Service, South East Community Connections, work with a consortium of services in the Hawksbury, information sessions for LCSA members on the Mid North Coast and New England and FACS staff in the Murrumbidgee to name a few.

One of the most significant projects to come out of this work has been the funding by the Participation and Inclusion Unit of FACS to develop the skills of LCSA members on the Mid North Coast to ensure community knowledge is integrated with expert knowledge as planning for an integrated service system begins for the Targeted Earlier Intervention Program and other domains.

LCSA hosted a series of sessions in the region to introduce the Public Innovation approach to workers who haven't yet participated in a Public Innovators Lab. Our efforts were complimented by two practice forums held throughout the year where we brought together the Public Innovators to learn and reflect together.

One of the main outcomes for this \$50,000 project was that Neighbourhood Centres would form a 'community of practice' that could expand each Centre's capacity to do deep engagement in their local communities. This has happened with Centres in the Coffs Harbour area joining together to do youth conversations in Woolgoolga, a full day Youth Forum during Youth Week as well as conversations in Wauchope and Port Macquarie. It has been a great learning project for all involved and LCSA thanks FACS for their generosity and involvement in bringing this project to fruition.

There are many more efforts being made in individual centres to expand their community engagement and build momentum for community change. The Harwood approach has bought a clear theory of change following community development principles, a sweet of tools that can be used and a range of skills which are developed through 'doing' with the outcome of more people becoming involved in building community capacity, resilience and the laying down condition for change.

## Regional Development Work and Partnerships

During the last year, LCSA staff have sought to bring Neighbourhood Centre staff together through regional meetings for professional development and support, information dissemination especially in relation to the roll out of the TEIP and strategy development around community issues. The LCSA team has worked specifically with the following regional groups: Hawkesbury, Blue Mountains, Mid North Coast, Riverina and Murray (RAM), New England, Western Information and Neighbourhood Centres (WINC), Canterbury/Marrickville and St George/Sutherland, Inner Sydney/Inner West and the Illawarra.

LCSA staff also made a concerted effort to be at as many regional briefings and district planning sessions for the TEIP as possible. It was and is important for LCSA to hear and know where each region is up to in developing a placed-based integrated service plan and how community strengthening is supported in this system.

LCSA also has to acknowledge that the scope and purpose of Neighbourhood Centres is broader than TEIP and there are significant issues and reforms that Centres are involved with and on which their continued survival depends. This includes what is happening in aged care, disability services, housing, homelessness and housing affordability, disaster preparedness and recovery and emergency relief funding to name a few.

In relation to these issues we have partnered with other Nnot-for-profit and government organisations including the Office of Emergency Management, Charles Sturt University, the Elder Abuse Hotline, Collaboration for Impact, the Collective Purpose Hub, the NSW Commission for Mental Health, Health Consumer's Association, NCOSS, AbSec,

Youth Action and fams to ensure that information is flowing, we are not duplicating services and Centres are as equipped as possible to meet the on going challenge that is running a multi-purpose platform for community service and strengthening such as a Neighbourhood Centre.

Our ongoing relationship with international organisations such as Tamarack in Canada and the International Federation for Settlement and Neighbourhood Centres has mainly come through attendance conferences such as:

- the Community Change Institute in Toronto, Canada, (September 2016)
- the biannual IFS Conference – On the Move: At Home in the World in Berlin Germany (October 2016)
- partnering with Collaboration for Impact to support workshops and Conferences
  - Mark Cabaj Masterclass: Evaluating Complex Community Change in February 2017
  - Liz Weaver’s Masterclasses: Engage for Impact in October 2016
  - Communities for Children Conference in Launceston Tasmania (October 2016) where Liz Weaver (Tamarack), Nigel Richardson from Leeds UK and ARACY specifically looked at Collective Impact as a model for creating change through integrated early intervention on positive outcomes for vulnerable children.

The LCSA has worked to keep Neighbourhood Centre staff and Boards well informed through e-newsletters and topical emails. We endeavored to respond to all member inquiries in a timely manner. Further we enhanced the professional development of the sector through its many regional visits, engagement with FACS at Central and District level and providing world class training opportunities.

*Your LCSA Team Lyn, Asha and Can*

# LCSA CONNECTING COMMUNITIES CONFERENCE 2016

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The 2016 LCSA Conference had a new look and a different feel and the feedback reflected how much delegates enjoyed the experience.

*“I enjoyed and benefitted from the conference because there is always such amazing projects, ideas and discussions. It is a very rewarding experience to meet with so many empowering project coordinators in one location.”*

This year LCSA engaged a new team of conference organisers - ICMS Australasia. They brought new ideas and a great venue as well as improving the professional look and operation of the Conference. For the first time we branded the Conference with its own name, logo, and website (the Connecting Communities Conference) with regular newsletters going out to members informing them about the Conference as it developed. We introduced short vignette videos about collaborative projects from three Neighbourhood Centres, a Breakfast session with NSW Energy Ombudsman, mini-presentations in the breaks, a photo competition and a range of Conference Posters. Most significantly, for the first time, we introduced a professional Master of Ceremonies into the Conference - radio host, Dominic Knight, from the Chaser Team.

The main themes of the Conference were:

- Developing the sector’s capacity to connect communities through effective engagement and collaborative leadership
- Strategies for building community capacity to support vulnerable children, young people and families
- Neighbourhood Centres as a strong platform for delivering the TEIP and building an evidence base for community strengthening
- The impact of community issues (mental health, homelessness, disaster recovery, isolated ageing populations) on community strengthening within TEI framework.

The Conference had six amazing speakers, with 80% of people finding Paul Schmitz, CEO from “Leading Inside Out” being the most useful and inspiring with his practical approach to collaborative leadership and community engagement giving delegates great ideas, encouragement and additional skills. The Hon. Linda Burney MP Labour Member for Barton was a close second, urging Neighbourhood Centres to continue their engagement with Aboriginal communities. The input from Cathy Wright, Executive Director of Living St John and Wendy MacDermott from United Way, gave delegates an instructive example of a working model of collective impact in St John, New Brunswick, Canada. In St John, private enterprise, the public sector and the non-government sector worked cooperatively to bring about community change. Dr Graeme Stuart inspired with a keynote address about what it takes to build an evidence base for social capital factors and community strengthening outcomes. The Mental Health Commissioner, John Fenley, inspired delegates to include people with mental health issues in their activities and events so the level of marginalisation they experience is reduced. 97% of delegates indicated that the information they gained through the plenary sessions would be helpful in their work.

The content of the Concurrent Sessions was also perceived by 97% of delegates as being helpful in their work. Comments included: *“I felt that I was given greater tools to then utilize when returning to work.”* A significant number of people attended the concurrent session on the role of Neighbourhood Centres in disaster preparation and recovery.

This will prove to be a growing area of concern for centres as climate change bring more extreme weather events which affects the communities they service.

The Masterclass with Paul Schmitz was rated highly and participants found the Panel Discussions informative. Delegates liked the venue, catering and food. 95% of people had their expectations met by the conference.

Overall, LCSA staff and Board received good feedback about the Conference and felt it went to the next level in terms of its professional image, ability to innovate and attract a wider audience. In relation to the main outcome, to increase the ability of LCSA members to engage and connect communities and build strength and resilience, the Conference was successful in achieving this for the sector.

*Lyn Lormer, Senior Project Officer*



## NEIGHBOURHOOD CENTRE WEEK 2017

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The theme for this year's Neighbourhood Centre Week (1-7 May 2017) was "Belonging". We choose Belonging as a theme because the LCSA wants to promote the role of Neighbourhood Centres in supporting vulnerable families, children, and young people to participate and connect to their local community.

As part of this process LCSA collected stories, videos and photos from Neighbourhood Centres to demonstrate their importance to the Targeted Early Intervention Program. The stories, videos and photos formed a part of a multi-media campaign to promote positive narratives about the role of Neighbourhood Centres as community change agents.

All stories highlighted to the value of Neighbourhood Centres as an effective platform to build inclusive and diverse, child and youth friendly communities and to bring all sectors of the community together to achieve common goals for vulnerable children, families, and communities with a focus on those in Aboriginal communities.

In the TEI space this means demonstrating how Neighbourhood Centres build inclusive and diverse communities where the most vulnerable know they belong, can act in their own best interest, and are supported by the broader community.

LCSA communicated with all members about this initiative and also provided a poster that centres could display during the week. Thirty-two LCSA members contributed by sending photos, videos, and stories about how did they build child and youth friendly communities.

We published these on our website and social media site, the LCSA Neighbourhood Centre Week Facebook page. While all contributions were well-received one story from the Mid Richmond Neighbourhood Centre had 2601, which is an indication that Neighbourhood Centre Week attracted interest and participation.

LCSA would like to thank all our members across NSW for their contribution.

*Asha Hewafonsekage, Administration Officer*



## PARTNERS AND SUPPORTERS

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LCSA acknowledges our partners and supporters:

**NSW Department of Family and Community Services**, for providing funding and support for LCSA initiatives

**FaMS, Youth Action, ACWA, AbSec and NCOSS**, for being collegial fellow peak bodies

**Forum of Non-Government Agencies (FONGA)**, for ensuring that the NSW government hears the voice of the NGO sector

**International Federation of Settlements Services and Neighbourhood Centres (IFS)**, for representing and inspiring the neighbourhood centre movement globally

**Australian Neighbourhood House and Centre Association (ANHCA)**, for further developing the DGR Public Fund and raising the profile of neighbourhood centres nationally

**Australian Research Alliance for Children and Youth (ARACY)**, for being a leader in best practice and outcomes measurement

**Fiscal Policy Studies Institute**, for the ongoing support of LCSA's RBA work

**Internet Vision Technologies (IVT)**, for working with the community sector to explore technological innovation in our field

**People Advantage**, for bringing the Role Requirement Frameworks to LCSA members

**Tamarack – An Institute for Community Engagement**, for sharing their deep insight and knowledge

**The Harwood Institute for Public Innovation**, for their friendship and commitment to see Public Innovation flourish through neighbourhood centres in NSW

**Collaboration for Impact**, for partnering around events, workshops and campaigns that promote collaboration

**Health Consumers NSW**, for their openness to explore the synergies between the community and public health sectors

**Office of Emergency Management and Charles Sturt University**, for acknowledging the role of neighbourhood centres in disaster relief and community resilience

**The Collective Purpose Hub and the NSW Commission for Mental Health**, for connecting the mental health sector with our work



## LCSA BOARD 2016-2017

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Position	Name	LCSA Member Organisation
<b>President</b>	<b>Gretchen Young</b>	Mid Richmond Neighbourhood Centre
<b>Vice President</b>	<b>Sharon Parker</b>	North Kiama Neighbourhood Centre
<b>Secretary</b>	<b>Naomi Rees</b>	Maitland Neighbourhood Centre
<b>Treasurer</b>	<b>Tairyn Vergara</b>	The Parks Community Network
<b>Ordinary Board Member</b>	<b>Skye Sear</b>	The New School of Arts Neighbourhood House
<b>Ordinary Board Member</b>	<b>Margaret Tipper</b>	Community Resource Network
<b>Ordinary Board Member</b>	<b>Paul Sekfy</b>	Lifetime Connect

## REGIONAL REPRESENTATIVE COUNCIL

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LCSA Region	Representative	LCSA Member Organisation
<b>Blacktown, Cumberland, Prospect</b>	<b>Ben Jackson</b>	Hills Community Aid and Information Service Inc.
<b>Central Coast</b>	<b>Jillian Hogan</b>	San Remo Neighbourhood Centre
<b>Far North Coast</b>	<b>Skye Sear</b>	The New School of Arts Neighbourhood House
<b>Hunter</b>	<b>Trish Wallace</b>	Forster Neighbourhood Centre
<b>Illawarra</b>	<b>Sharon Parker</b>	North Kiama Neighbourhood Centre
<b>Inner Sydney /Inner West</b>	<b>Charmaine Jones</b>	Inner Sydney Voice
<b>Macarthur</b>		<i>Merged with SW Sydney</i>
<b>Marrickville, Canterbury, St George</b>	<b>Shelley Ross</b>	Kogarah Community Services
<b>Mid North Coast</b>	<b>Paul Sekfy</b>	Lifetime Connect
<b>Nepean – Blue Mountains</b>	<b>Kris Newton</b>	Mountains Community Resource Network
<b>Nepean – Penrith, Hawkesbury</b>	<b>Joy Impiombato</b>	Nepean Community & Neighbourhood Services
<b>New England</b>	<b>Julie Green</b>	Tamworth Family Support Services Inc
<b>North East Sydney</b>	<b>Rossy Champion</b>	Manly Community Centre
<b>Riverina/Murray</b>	<b>Amy Murphy</b>	June Community Centre
	<b>Sharyn Hill</b>	Interreach
<b>South East NSW</b>	<b>Gabrielle Powell</b>	Southern Women’s Group Inc., Bega
<b>South West Sydney/Macarthur</b>	<b>Tairyn Vergara</b>	The Parks Community Network Inc.
<b>Sutherland</b>	<b>Elizabeth O’Neill</b>	Shire Community Services
<b>Western NSW</b>	<b>Pam Symonds</b>	Parkes Neighbourhood Central

## TREASURER'S REPORT

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In the 2016-2017 Financial Year the Local Community Services Association Inc. (LCSA) received funding from the NSW Department of Family and Community Services under the Sector Development Program, for the administration of the Communitybuilders NSW website and for the Mid North Coast Public Innovation Project. The total funding income from these three sources for the financial year 2016-2017 was \$445,823.43.

LCSA generated further income through Membership Fees \$46,959.10; the Annual Conference \$96,521.00; and other income including interest earned \$11,352.15.

The total income for the year was \$600,655.68. Our total expenses of \$649,270.87 included employee costs of \$305,241.10, conference expenses of \$126,495.09, office expenses of \$141,236.68 and Harwood Institute expenses of \$14,142.

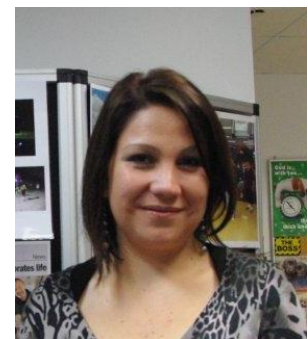
The Local Community Services Association recorded an operating deficit of \$48,615.19 for the financial year ended 30 June 2017. This deficit is explained by three major investments:

- 1) We provided a subsidised members rates for the LCSA Conference.
- 2) We further supported members initiatives in Public Innovation and paid all our outstanding installments for our partnership with the Harwood Institute for Public Innovation.
- 3) We moved and settled into our new office space in Wollomooloo, co-locating with Youth Action and FamS. During 2016/17 we expended \$49,400 on rent. In addition for the Leasehold improvements we expended \$44,088. In total we spent \$93,488 cash and the leasehold improvements of \$44,088 was ammortised over 4 years. The profit and loss for the year shows rental expense of \$49,400 and \$10,103 for the ammortisation of the Leasehold improvements. In summary we spent \$93,488 on property expenses and the profit and loss shows expenditure of \$59,503.

LCSA's Balance Sheet as at 30 June 2017 shows a sound financial position with a cash balance of \$126,127 and \$101,627 in equity.

In accordance with the requirement of the Office of Fair trading and our funding bodies, the financial statements in this year's annual report have been prepared in accordance with the Australian Accounting Standards in line with the requirements of funding bodies. The complete audited financial statements are included in the report, and provide a more detailed account of the overall financial position and performance of the LCSA during the financial year ended 30 June 2017.

I would like to thank all LCSA staff for their commitment and responsible approach to handling finances which have allowed, the organisation to end the financial year in line with our strategic directions.



*Tairyn Vergara, LCSA Treasurer*

# AUDITED FINANCIAL REPORT 2016-2017

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