



# LCSA

LOCAL COMMUNITY SERVICES ASSOCIATION

# ANNUAL REPORT 2020-2021



UNANDERRA  
COMMUNITY  
CENTRE

We acknowledge and pay our respect to the traditional owners of the lands across the areas that we serve, particularly the Gadigal people of the Eora Nation – traditional owners of the land where the LCSA office is located in Woolloomooloo.

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# PRESIDENT'S REPORT



On behalf of the Board, I would like to acknowledge that the Local Community Services Association (LCSA), through its members and communities, work and operate on Aboriginal lands throughout NSW and we would like to acknowledge the traditional custodians and their continuing connection to land, water and culture. We pay our respects to their Elders past, present and emerging.

Well, the year has moved so quickly and I have seen such wonderful work being done by Neighbourhood Centres throughout the pandemic. Local place-based organisations, where they could, worked with their communities throughout the last 12 months, and will continue to do so into the new year as the flow on effects of the pandemic continue.

While there was a tremendous workload related to the pandemic, the usual work of Neighbourhood Centres continued. Centres came up with creative ways to pivot towards new ways of service delivery. This all on top of the continuing trauma in communities who had experienced drought, mice plagues, floods & bushfires.

The communities that we work with are resilient but often need that support, or the place where they can gather, and Centres provide that. LCSA also

recognises the Centre volunteers, boards and employees who have been the backbone for their communities throughout the last 18 months. The evidence of this work led LCSA to apply for a Department of Communities and Justice Social Sector Transformation Fund grant to look at Trauma-Informed Community Development during and post disasters. The grant was successful and the outcomes of the grant will be seen throughout 2021-2022.

The short-term decisions and actions that had to be made throughout the pandemic by Centres was incredible and showed the lateral thinking and the understanding of the communities that we work with. LCSA, and our members, were often consulted around service delivery throughout the 12 months and LCSA was very strong in its advocacy for Centres and the supports that were required.

Special thanks to those Members who have been participating in some of the initiatives that have been worked on throughout the year with LCSA, including the Community Strengthening Data Project and the LCSA Census. We value your contributions as Members of LCSA.

While the IFS Conference was due to be held in Sydney - sometime over the last two years - it was eventually held in September 2021. This is outside of this reporting period but the contribution that led to this successful online event, occurred over the last few years and special thanks must go to the people and team that oversaw the event. Particular mention must go to our former board member, Michael M. Shreenan for his leadership.

LCSA has been involved in much work over the 12 months and the Team worked during lockdown to achieve a lot. So special thanks to the Staff Team at LCSA - Can Yaşmut, Lyn Lormer and Anthony Brown, for their contribution to the continuing success of LCSA as the organisation advocating for your interests.

We thank our supporters and funders (who are acknowledged later in this report).

Also, thanks go to those members who served on the LCSA Board throughout this year - Skye Sear (Vice President), Tairyn Vergara (Secretary), Paul Sekfy (Treasurer), Gretchen Young, Fran Stead and David Beddoe.

It is now time to acknowledge Gretchen Young as she concludes her time on the LCSA Board. The contribution that Gretchen has made to LCSA is immeasurable. Gretchen has held various positions on the Board, including terms as President. Gretchen brings practical insights into the work that we do and her knowledge around Neighbourhood Centres and the sector, is invaluable and will be missed. The LCSA Board and Members wish Gretchen every success for whatever path she walks in the future.

I thank each of you individually and acknowledge your Centres and those that contribute to them, be they clients, supporters, funders, volunteers, board members and employees. I congratulate you on your contributions to the communities that you work with in the past and as we move into the future.

Margaret Tipper  
**LCSA President**

# EXECUTIVE OFFICER'S REPORT



These are unprecedented times. The world as we know it has changed, due to a global pandemic and the increasing impact of human-induced global warming. Global events, global issues - effecting local communities anywhere in the world. Undeniable.

It raises questions about our economy, our political governance and our social responsibility. It raises questions about the sustainability of how we live and how we want to live, what kind of planet and society we want to hand over to the next generations. It raises questions about greed and happiness.

The last year was one big wake-up call. The time to learn from the past, reassess and set things up for the future, is now!

There is reason to be grateful and optimistic as we are having these conversations in first place! Yet the emphasis must be on Community first, and Economy second! Until we get this priority right, we are heading down a path of continuous 'fiddling around the edges', minor adjustments to systemic failures, blindly reinforcing existing, historic injustices and inequities.

As LCSA we have embraced that Community Development must be advocated for during times of disaster. Disaster Management is a complex task and there is an urgent need for a more sophisticated understanding of how a disaster develops, evolves, and impacts on the "Community" rather than on the "Economy".

This year we developed and published the "[Resilience Through Disasters Report](#)" in partnership with WESTIR, providing an analysis of the role of Neighbourhood and Community Centres during disasters which includes natural disasters but also the COVID19 Pandemic as a public health disaster.

This report highlights that each of the three recognised stages of Disaster Management - namely 1) Readiness and Preparedness, 2) Immediate Crisis Response and Relief and 3) Recovery and Rebuilding - requires a different type of leadership.

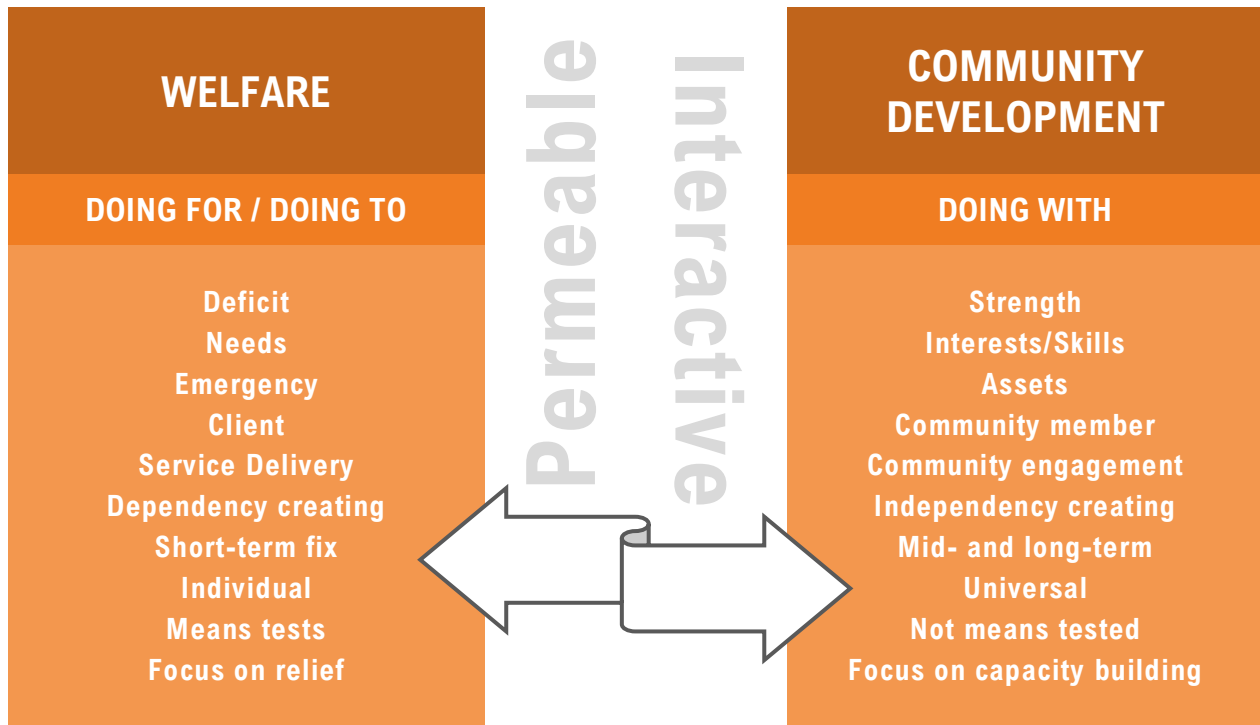


Stages 1 & 3 require strong, intentional, community-led leadership. The work required is Community Development, with the aim to build trust and connectedness in communities, to be as well-prepared as we can to face a disaster (Stage 1) and to work collaboratively in the long-term for recovery and to rebuild communities after a crisis (Stage 3).

Stage 2 doesn't call for Community Development. In a crisis people need to know where they can get information and resources to relief their immediate needs. Crisis and emergency response requires a command-and-control style of leadership that gives people not only what they need, but also a sense of hope and belonging when people are vulnerable and scared. This can be described as 'Welfare' which relies on local coordination and clear protocols.



It suffices to say here that locally-based and locally-governed community organisations such as Neighbourhood and Community Centre play a role in all 3 stages of disaster management. They provide both services to build community-led approaches (1 & 3) and services of emergency relief during an immediate crisis (2). Therefore, in any disaster, pivoting from Stage 1 to Stage 2 and then from Stage 2 to Stage 3 is the most important challenge for community organisations, government agencies, political leaders and other stakeholders alike.



As you can see in this visualisation, Stage 2 is firmly placed in the first column under “Welfare”. It is necessary to apply a welfare mindset in a time of crisis. People go hungry and need food. They become homeless and need shelter. They get sick or injured and need medical treatment.

Stages 1 and 3 must focus on doing with the community rather doing for or to people in need. These are mid- to long-term strategies. Pivoting in and out of these mindsets is challenging at best of times and only becomes more challenging when dealing with community-level trauma caused by disasters.

### The Compounding Effect

Most communities experience a web of trauma caused by what I call the ‘Compounding Effect’: Disasters are inherently different in the way and in the pace they move through the above-mentioned Stages 1,2 and 3. For instance, a bushfire crisis is fast in its approach and destruction and very slow in its recovery, whereas a drought is a slow, long-lasting event that is even slower in its recovery.

In the past couple of years communities and community-based organisations across New South Wales faced significant challenges, from the ongoing COVID-19 pandemic (which interestingly as a public health disaster, is comparable to a drought in its pace), to bushfires, floods, severe storms, and drought. Often communities (and community organisations) experience several disasters at the same time.

The additional challenge is the different pace of each of these disasters, and the way they move through the different stages. For example, a community that has been living in a drought for 3 years (still in crisis), has recently been hit by a bushfire (recovery) and is now trying to prevent an outbreak of COVID19 (preparedness). Different disasters, different stages, different paces! Layer upon layer, compounding the impact and the trauma in a community in every imaginable way.

This is not recognised in any public discourse, nor in any public health policy or disaster management strategy. Once this challenge is understood, we can meaningfully invest into Community Development as a local, place-based solution, that is tailored to the unique circumstances each community faces, thereby making community empowerment and self-determination the catalyst for change.

Neighbourhood and Community Centres, and for that matter, all local community services, have experienced these challenges in the past year, that have tested their resilience and capacity to respond in times of crisis. Operating during a pandemic as essential services, our members experienced an increase in demand often without a significant increase in funding. We salute you for your tenacity and for your service to your communities!

It was incumbent on LCSA to provide leadership and support wherever possible. We adjusted our way of working, by having an increased online presence through monthly members forums, bi-monthly and quarterly regional leadership meetings and by attending meetings virtually to represent the interests of our membership. We turned outwards.

I feel privileged to be leading a team that managed to step up to this task, whilst largely working remotely and prioritising our members' needs. Thank you, Lyn, Anthony, Keummi, Julie and John for your commitment to LCSA; and to Bronwyn who joined the team since the end of the financial year as I write this report. Together we have achieved many meaningful outcomes and it was truly a great team effort!

One positive outcome from the pandemic is this use of technology for meetings. Although terms like “send me a Zoom link”, “you are muted”, and “we can't hear you, please unmute yourself” have become part of daily language, we are at the verge of “Zoom fatigue”. We must be careful to not confuse efficiency with constant availability. The pendulum of work-life-balance is swinging!

We recognised the importance of providing peer support and leadership development opportunities for Centre CEOs, Managers and Coordinators. We thank Margaret Scott, Roger West and Mandy Holloway for helping us design and develop a variety of 12-month programs for LCSA members.

I commend this annual report as a true reflection of our work in 2020-2021. Albeit a summary and snapshot of our achievements, I hope you take the time to read about

- the TEI Community Strengthening Data Project
- our partnership with Unharm to have new conversations about Drug Policy and Fairness
- our preparations and ambitions for the IFS Conference
- this year's Neighbourhood Centre Week and highlighting the issue of Loneliness
- our partnership with the United Nations Association of Australia - NSW Division and our journey on connecting the work of Neighbourhood Centres with the UN Sustainable Development Goals
- the “Leave Nobody Behind” project with The University of Sydney
- more about the Resilience Through Disasters Survey & Report
- the 2021 Neighbourhood & Community Centre Census
- our Regional Leadership Groups and Regional Meetings; and
- our efforts supporting the sector in its transition to TEI

I thank the Department of Communities and Justice for the ongoing support and confidence in LCSA and for working collaboratively on projects and issues that affect the community services sector. I thank the Paul Ramsay Foundation for providing a grant pursue our work in partnership with Unharm. I also thank our fellow peak bodies for their collegial approach and pursuit of common goals.

I am honoured and grateful to have a Board that understands the strategic and operational challenges we face and what is needed to respond. The future of LCSA will be guided by our new Strategic Plan 2021-2023, which has been developed through an inclusive and consultative process, in such a catalytic year. Thank you for your leadership.

Can Yasmut  
**Executive Officer**

## 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.





# LCSA Board

## Office Bearers

Margaret Tipper - President (WESTIR Ltd)

Skye Sear - Vice President (The New School of Arts Neighbourhood Centre)

Tairyn Vergara - Secretary (The Parks Community Network Inc)

Paul Sekfy - Treasurer (Coffs Harbour Neighbourhood Centre)

## Ordinary Members

Fran Stead (Cowra Information and Neighbourhood Centre)

Gretchen Young (Inner Sydney Voice)

David Beddoe (Community Management Advisory Project Inc)

# LCSA Staff

Can Yasmut - Executive Officer

Lyn Lormer - Sector Development Officer

Anthony Brown - Communications Officer

# Volunteers

Keummi Joo

# Student Placements

Amy Sneddon - Bachelor of Social Work, Australian Catholic University

Sunil Basnet - Master of Social Work, Australian Catholic University

## Activities & Events

### Global Issues - Local Solutions

Local and international guest speakers presented an informative online webinar on the UN Global Goals for sustainable development. The discussion covered what the 17 UN SDGs are, why they matter, and how local community organisations contribute towards achieving them. The event was held in place of the IFS Conference which was meant to be hosted in Sydney in August 2020 but was postponed due to the COVID-19 pandemic. Our international, national and local networks were invited to the webinar, attracting a global audience of 201 attendees. Hosted by Local Community Services Association (LCSA), this event was a partnership with the UN Association of Australia (UNAA) - NSW Division and supported by Australian Neighbourhood Houses & Centre Association (ANHCA) and the International Federation of Settlements and Neighbourhood Centres Network (IFS). LCSA will continue to partner with UNAA NSW to promote and work with our members to identify and track the work of Neighbourhood and Community Centres against the UNSDGs.

### Neighbourhood Centre Week

LCSA hosted a virtual event with our members and community partners on 17 May 2021 to coincide with Neighbourhood Centre Week and its theme of "Loneliness: the solution is community".



Neighbourhood Centres in NSW often address loneliness through indirect means such as holding various social groups at their Centres and encouraging people to engage in community activities and volunteering.

Dr Michelle Lim from Swinburn University shared her research and findings in her report on "Ending Loneliness Together in Australia". This was followed by our special guest, Andrew Giles MP, Member for Scullin, who is the Co-Chair for the Parliamentary Friends of Ending Loneliness. We also heard from one of our members, Julie Trowbridge from Port Macquarie Neighbourhood Centre, who shared an example of a program their organisation has been running to combat loneliness.

This engaging event was attended by 66 of our members and partners and generated further understanding and awareness around the issue of loneliness and explored how Neighbourhood Centres could be more effective in addressing this issue. Unfortunately, people experiencing loneliness in our communities only seems to be increasing and we will need to continue to work with our members to focus on initiatives that address this ongoing problem.

### LCSA Members Forum

The LCSA Members Forum grew out of a desire for organisations to come together to share and support each other at the start of the COVID-19 pandemic. These online gatherings have since become an integral part of the ongoing connection and engagement between LCSA and our members as well as an avenue to discuss important changes and updates happening in the sector which impact on the work of Neighbourhood and Community Centres in NSW.

The Members Forum was held on 11 occasions on the first Tuesday of each month with an average attendance of 32 participants.

On most occasions a guest speaker was invited to share and this year we covered a wide range of topics such as Disaster Preparedness, NSW Budget, TEI Updates, COVID-19 Challenges & Opportunities, Loneliness & Social Isolation, The State of Volunteering in NSW, Affordable Housing, Supporting Stronger Communities Grants, Drug Policy & Fairness in Australia, Legal Issues facing NFP Organisations & Professional Development Opportunities through Leadership Capability Forums.

# HIGHLIGHTS OF 2020-2021

## IFS Conference 2021

In 2018 a delegation from LCSA attended the International Federation of Settlements and Neighbourhood Centres (IFS) Conference in Helsinki, Finland to pitch for the next IFS Conference to be hosted in Australia. This effort was successful and as a result the IFS Conference was going to be held in Sydney in August 2020.

By March 2020 the planning process was well and truly on track, venues were booked, keynote speakers approached and a 'call for papers' saw more than 40 expressions of interest from over 15 different countries, with the majority from Australia.

However, the COVID19 pandemic forced us to postpone the conference to September 2021. This decision was not made lightly but in hindsight it was the only reasonable and manageable contingency.

Apart from only a few exceptions, all the original speakers and presenters were able to commit to participate in 2021 and so the program came together neatly with a great diversity of topics.

Ticket sales opened in March 2021, however in June 2021 another outbreak of the COVID19 Delta variant resulted in the enactment of a further contingency plan - hosting the entire conference as a virtual event.

Along the way LCSA consulted with the International Federation of Settlements and Neighbourhood Centres (IFS) and the Australian Neighbourhood Houses and Centres Association (ANHCA) boards to introduce this new way of working and learning globally by providing the conference program online.



The aim was to minimise risk and maximise participation, reaching into geographic areas around the world and engage with members or interested partners, who otherwise may not be able to participate in the conference.

Despite the many challenges and setbacks along the way in planning and hosting this event, it has provided an exciting opportunity for LCSA and its members to help lead the global movement for social justice.

## Projects & Partnerships

### Community Strengthening Data Project

The Department of Communities and Justice (DCJ) provided funding to LCSA to develop a Community Strengthening Data Set that adds to and complements DEX compliance data collated under the Targeted Early Intervention (TEI) Program and showcases activities that are designed to build strong and resilient communities, preventing issues from arising in the first place.

LCSA worked with a Project Reference Group, made up of representatives from TEI funded services, to develop a Program Logic and an Outcomes Matrix as well as a Project Plan, with a view to measure across the sector the Community Well-Being Outcomes for activities funded under the TEI Community Strengthening Stream.

We wish to thank the Reference Group members Julie Hourigan-Ruse, Kim Stace, Will Doran, Mick Barrett, Kylie Evans-Locke, Tania Muchitsch and Brett Martin for their contributions and support.

The next stage of the project will see two key activities over the year: 1) A Pilot Project to test a Community Well-Being Survey inviting all TEI funded services to participate and 2) sector development activities assisting LCSA members to further develop and refine their TEI Program Logics and outcome measurement.

LCSA wishes to thank all its members and partners who participated in a consultation workshop that assisted us in shaping this project and making recommendations to DCJ to implement in the future.

## Community Conversations about Drug Policy and Fairness

LCSA partnered with Unharm on a project that aims to help change the conversation about drugs in Australia. With thanks to the Paul Ramsay Foundation, a series of 9 online Community Conversations occurred throughout the year, bringing together people who care about drug policy and fairness.

Each conversation was led by community members recruited by Unharm, who have been trained by the Harwood Institute for Public Innovation, with the aim of identifying common ground, common language for understanding the issues, and a shared agenda for change.

The common themes emerging out of these conversations have been around the unfair application of drug laws in Australia and its impact on marginalised people, the hypocrisy of drug laws and people's attitudes to drugs, compared to other legal substances such as alcohol.

The project has moved to the next phase of engaging local communities in face-to-face conversations about the issue, utilizing LCSA's network of members in NSW and will also conduct large-scale events to promote a movement for change.

## Leave Nobody Behind

Leave Nobody Behind is a research project being conducted by The University of Sydney with LCSA as a major community partner. It is designed to develop tools for people with disabilities to be more prepared in emergency situations. As part of this research project, person-centred training is being rolled out to community and emergency services workers by their colleagues. The pilot areas are the Hawkesbury LGA, the Blue Mountains, the Bega Valley in the south and the Richmond Valley in the north.

Researchers have been working with people with disabilities, their carers and community workers who are willing to be interviewed or answer a questionnaire so this project is truly co-designed and relevant.

Person-centred training, bringing together people with disabilities, emergency services personnel and staff from local community services, have already been conducted in the Hawkesbury (in association with Council), the Blue Mountains and starting in Kempsey.

While the project has been rolled out slower than expected due to COVID-19, the research team and community remains flexible, and research and training is progressing.

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## Capacity Building & Connection

### Regional Meetings and Leadership Groups

During the year, managers and other staff from Neighborhood Centres continued to meet within LCSA regions to support and assist each other, usually on a quarterly basis and most recently via zoom. These regional meetings help to grow the Neighbourhood Centre network and keep people connected. They act as a conduit to inform Neighbourhood Centres what is happening at LCSA and across the state as well as enabling members to raise vital issues and concerns.

Recognising the importance of meeting members face-to-face, LCSA staff visited Neighbourhood Centres in the New England region to coincide with their May regional meeting. It was great to meet many new staff, see the newly renovated Centre at Guyra and the Community Hub at Coledale Community Centre in Tamworth.

To strengthen the advocacy role of LCSA and regional groupings, leadership groups across DCJ Districts started to meet to look at funding issues, gaps in services and collaborations. In three districts, leadership groups have met up to 3 times, with 2 districts meeting at least once and 2 districts not having met as yet. Covid-19 has had a significant impact on the progress made with bringing the sector together more broadly, but this will improve as lockdowns lift.

Many long-term coordinators of Neighbourhood Centres have either left for other roles in the sector or retired. There are too many to mention but the staff and Board at LCSA would like to thank them all for their commitment and professionalism in meeting the needs of the most vulnerable, strengthening local social and community infrastructure and building a more positive, diverse, and equitable society.

# HIGHLIGHTS OF 2020-2021

## Supporting Neighbourhood Centres

TEI Sector Assistance: Four Neighbourhood Centres asked for individual assistance through the TEI Individualised Support Project to help meet their contractual TEI milestones. One of the most significant of these was Sugar Valley Neighbourhood Centre who consented to turn their Program Logic and Outcomes Matrix into an example for everyone and worked diligently with DCJ and LCSA staff to do this. Our thanks go to Michelle and her staff at Sugar Valley and Tairyn Vergara from The Parks Community Network for their work on this project.

Governance Training: LCSA collaborated with 2 City Councils, Albury and Hawkesbury, to provide a series of webinars with individual coaching to Neighbourhood Centres and other small community service groups in these LGAs.

## Communications and Engagement

LCSA strengthened our communication and engagement with members and networks through our website, email, and social media. We established a bimonthly Communique eNewsletter and posted 181 times on Facebook with a 10% increase in followers.

## Supporting Sector Education

LCSA would like to thank our students who worked with us throughout the year:

- Amy Sneddon (ACU)  
Disaster Management Research Project
- Sunil Basnet (ACU)  
Literature Review on Loneliness
- Eunice Cheung and Nessa Chan (UHK)  
Establishing the Asia/Pacific Network

## Research, Reports & Submissions

### Resilience Through Disasters

Communities and community-based organisations across NSW faced significant challenges, from the COVID-19 pandemic to the 2019-2020 bushfire season, flooding, and drought. Neighbourhood and Community Centres have been at the forefront of disaster preparedness and response.



In August 2020, LCSA and WESTIR Limited distributed an online survey to LCSA members across NSW. The aim of this survey was to record perceptions of the roles, responses, and resilience of these organisations through times of crisis.

The [Resilience Through Disasters Report](#) reveals that disasters saw service demand increase for

LCSA members. Direct and indirect costs rose as organisations adapted services to community needs while navigating changes to staffing and resources.

Despite disruptions, LCSA members embraced innovation and hope, reflecting a confidence in remaining viable and with an optimism for coping with potential future disasters.

However, the report also identifies gaps in disaster preparedness, response, and resilience. Further support must be made available if community organisations are to continue operating in healthy, sustainable, and effective ways. To this effect, the report made six recommendations.

### Pre-Budget Submission for NSW State Budget 2021-2022

In the lead up to the 2021-2022 NSW State budget, LCSA's [Pre-Budget Submission](#) called on the Government to invest in 3 key areas:

1. Neighbourhood Centres as Social Infrastructure
2. Resilience and community development during natural disasters and pandemics
3. Place-based community responses to address loneliness



# HIGHLIGHTS OF 2020-2021

## NSW Neighbourhood & Community Centres Census

At the beginning of 2020 LCSA recognised the need to conduct a Members Census Survey to provide an up-to-date understanding of our members, as it had been over 10 years since the previous one was completed.

The information collected from our members will give us a state-wide and regional understanding of the value of Neighbourhood and Community Centres, their contribution to community strengthening, the state and regional economies and the resilience of local social infrastructure. The Census provides strong evidence-based data to be used for the promotion of Neighbourhood & Community Centres and allow LCSA to advocate for their members to political leaders, funding bodies, and other stakeholders, to get the recognition and further funding required for the sector.

Some contextual information coming from the survey includes the following:

Altogether, 85 LCSA members responded to the Census Survey. 90% of respondents were Neighbourhood Centres (others included sector development organisations and councils), 40% were from metropolitan areas, and 60% were from

rural areas, while 52% operated out of more than one venue. 95% of respondents were incorporated associations, however only 58% had their own DGR status. Very few respondents had taken up the option of applying for grants requiring DGR through ANHCA. 60% of Neighbourhood Centres rent their premises through Local Government with 83% paying less than market rent.

Neighbourhood Centres provide essential social infrastructure that assist people to connect. This was borne out in the survey with 88% providing small meeting rooms, 63% providing access to computers and the internet and 54% providing informal space for people to connect.

In relation to those that Neighbourhood Centres provide services to, it is clear they are fulfilling their brief of working with vulnerable families and children (74%), people on low incomes (72%), people at risk of social isolation (67%), CALD communities (61%), people living with disability and Aboriginal and Torres Strait Islander communities (both 57%).

Our thanks go to Keummi Joo, a volunteer working with LCSA, for her work on this project.

A full Report on the Census data will be released in early 2022, however some of the findings are shown here on the opposite page.



# SNAPSHOT OF MEMBERS SURVEY

Average number of paid workers per week

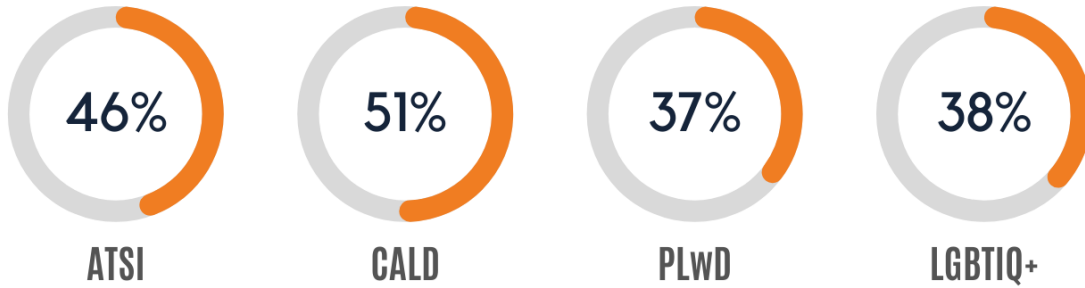


**28.39**  
Average number of volunteers per week



**96.65**  
Average number of volunteer hours per week

Diversity of staff within organisations



Top 5 Activities/Services/Programs

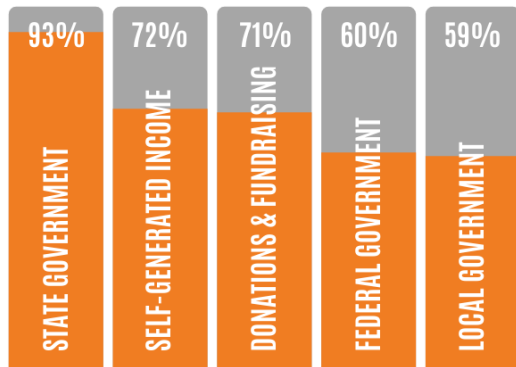


**72,457**  
Total Occasions of Service per Week

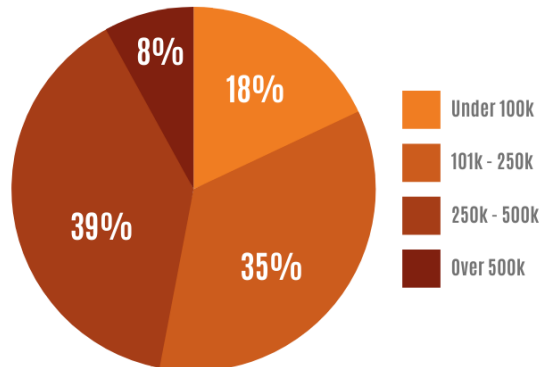


**5,438**  
Total Open Hours per Week

Top 5 income/funding sources for organisations



TEI Funding



## Strategic Area 1: Governance and Organisational Structure

- Neighbourhood Centres are strategically and operationally, well run.
- Social justice and advocacy is happening both locally and nationally.
- LCSA has a strong and broad membership base.
- LCSA has a strong regional structure.

## Strategic Area 2: Policy Position and Influence

Neighbourhood Centres:

- are skilled at demonstrating community strengthening impact
- are experts at resilience and trust building
- are experts in connecting people and communities to reduce loneliness and its impacts on health
- are boundary spanning organisations and leaders in service integration and collaboration
- build communities that support and include the vulnerable, especially children and families at risk.

## Strategic Area 3: Service Delivery to Members

- Lobbying efforts are successful.
- Members are participating, learning and contributing to LCSA initiatives.
- Clear guidelines lead to consistency of quality and delivery across the LCSA brand.
- There is a set of practice standards for Neighbourhood Centres.
- Neighbourhood Centres have self-assessment processes to evaluate community engagement and development.

## Strategic Area 4: Human and Other Resources

- LCSA has increased capacity to deliver to its members.
- LCSA demonstrates excellence in employment practices and an employer of choice.
- LCSA is a learning organisation.

## Strategic Area 5: Stakeholder Relationships

- Joint projects are initiated that will enhance the reputation of LCSA, its members and their communities and further the values of LCSA.
- LCSA has a strong, collaborative relationship with ANHCA.
- LCSA has strong, collaborative relationships with other NSW peak bodies.

# TREASURER'S REPORT



I present the annual financial report for the 2020-2021 financial year for our association.

This year, we have managed to operate within our budget, meet the negotiated outputs for our funded activities, secured some extra funding and have managed to secure a welcome small surplus for the year.

It is important for members to note that with relatively limited staff resources we strive to focus on active support for our members and advocate strongly for our members' interests and those of the communities they serve across NSW.

COVID19 has continued to present challenges, not the least of which is the continued postponement of our conference. There has also been limited ability for staff to travel which has led to more online connection activities and whilst this may be less financially demanding it does limit interaction between our staff and members and between members.

LCSA received total funding from NSW Department of Communities and Justice of \$456,882. LCSA received funding under the State Peaks Program (the reformed Sector Development Program, renamed following a departmental review), as well as under the Targeted Early Intervention (TEI) Program for the Community Strengthening Data Project.

The total income for the year was \$573,794 compared to \$733,426 for the previous period which indicates the withdrawal of COVID support from the Australian Government, and the lack of the usual conference income during the period.

The Local Community Services Association recorded an operating surplus of \$13,365 for the financial year ended 30 June 2021. Whilst this is a positive outcome, it also reflects a difficult year in relation to balancing the investment in, and the planning for, the virtual international IFS Conference in September 2021. I commend the Executive Officer and the finance team for this result.

LCSA's Balance Sheet as at 30 June 2021 shows a sound financial position with a cash balance of \$522,204 including some \$286,634 funding received in advance. There was \$199,239 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. 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 2021. Thanks to our Auditors, Meagher Howard & Wright.

I wish to thank the LCSA Board's Finance Sub-committee, Margaret and Tairyn, our CEO Can, and our Bookkeeper John for their diligent assistance in terms of budgeting, monitoring and risk management. It remains a pleasure and honour to participate in the LCSA Board.

Paul Sekfy  
**LCSA Treasurer**

# FINANCIAL STATEMENTS

Income Statement for the year ended 30 June 2021.

|   | 2021<br>\$     | 2020<br>\$     |
|---|----------------|----------------|
| <b>INCOME</b>   |                |                |
| Conference Income   | -              | 127,863        |
| Fees for Service  | 26,779         | 49,142         |
| Grants  | 456,882        | 438,883        |
| Membership Income   | 82,247         | 44,415         |
| Other Income  | 7,886          | 73,333         |
| <b>TOTAL INCOME</b>   | <b>573,794</b> | <b>733,636</b> |
| <b>EXPENSES</b>   |                |                |
| AGM Expenses  | 500            | -              |
| ANHCA & IFS   | -              | 378            |
| Audit Fees  | 2,400          | 2,350          |
| Bad Debts   | (750)          | 3,092          |
| Bank Fees   | 219            | 312            |
| Bookkeeping   | 19,708         | 19,292         |
| Cleaning  | 359            | 708            |
| Coaching/Consultancy  | 6,678          | -              |
| Community Engagement  | 500            | -              |
| Computer Expenses   | 1,084          | 2,385          |
| Conference  | -              | 129,908        |
| Conference/Forums   | 3,426          | 3,438          |
| Consultants/Program Dev   | -              | 1,300          |
| Depreciation  | 707            | 2,000          |
| Donations   | 25,000         | -              |
| EC Meeting Expenses   | 7,051          | 7,099          |
| Electricity   | 1,612          | 4,145          |
| Equipment/Furniture   | 82             | 1,031          |
| Insurance   | 5,027          | 5,102          |
| IT Expenses   | 573            | 1,280          |
| Leasehold Improve Amortised                                     | 919            | 11,022         |
| Lodgement/Legal Fees  | 941            | -              |
| Meeting Expense   | 489            | 722            |
| Office -Shared Services   | -              | 3,970          |
| Office Amenities  | -              | 80             |
| Planning Day  | 2,500          | 2,648          |
| Policy Lab Project  | -              | 2,815          |
| Printing/Photocopier  | -              | 122            |
| Provision - Loss on Conference                                  | 32,260         | -              |
| Rent  | 62,904         | 62,209         |
| Rent - Shared Expenses  | 2,864          | 1,822          |
| Resources   | 1,208          | 683            |
| RR Meeting Expenses   | -              | 512            |
| Salaries & Oncosts  | 350,701        | 355,155        |
| Sponsorship   | 327            | -              |
| Staff Travel  | 5,291          | 20,414         |
| Staff Travel/Accom  | 16             | -              |
| Stationary  | 399            | 795            |
| Strategic Plan  | 1,745          | -              |
| Subscriptions   | 2,553          | 1,909          |
| Telephone/Internet  | 2,360          | 3,664          |
| Training  | 12,000         | -              |
| Website   | 6,775          | 9,060          |
| <b>TOTAL EXPENSES</b>   | <b>560,428</b> | <b>661,421</b> |
| <b>Surplus/(loss)</b>   | <b>13,365</b>  | <b>72,214</b>  |
| <b>Retained earnings at the beginning of the financial year</b> | <b>185,963</b> | <b>113,749</b> |
| <b>Retained earnings at the end of the financial year</b>       | <b>199,329</b> | <b>185,963</b> |



Balance Sheet for the year ended 30 June 2021

|                                      | 2021<br>\$     | 2020<br>\$     |
|--------------------------------------|----------------|----------------|
| <b>ASSETS</b>                        |                |                |
| <b>CURRENT ASSETS</b>                |                |                |
| Cash and cash equivalents            | 522,204        | 219,856        |
| Trade and other receivables          | 20,482         | 5,071          |
| Other current assets                 | 67,907         | 96,008         |
| <b>TOTAL CURRENT ASSETS</b>          | <b>610,593</b> | <b>320,935</b> |
| <b>NON-CURRENT ASSETS</b>            |                |                |
| Property, plants, and equipment      | -              | 1,626          |
| <b>TOTAL NON-CURRENT ASSETS</b>      | <b>-</b>       | <b>1,626</b>   |
| <b>TOTAL ASSETS</b>                  | <b>610,593</b> | <b>322,561</b> |
| <b>LIABILITIES</b>                   |                |                |
| <b>CURRENT LIABILITIES</b>           |                |                |
| Trade and other payables             | 35,294         | 5,056          |
| Income in Advance                    | 286,634        | 63,125         |
| Provision for Annual Leave           | 35,593         | 28,256         |
| Other current liabilities            | 8,434          | 2,350          |
| <b>TOTAL CURRENT LIABILITIES</b>     | <b>365,955</b> | <b>98,787</b>  |
| <b>NON-CURRENT LIABILITES</b>        |                |                |
| Provision Long Service Leave         | 45,309         | 37,810         |
| <b>TOTAL NON-CURRENT LIABILITIES</b> | <b>45,309</b>  | <b>37,810</b>  |
| <b>TOTAL LIABILITIES</b>             | <b>411,264</b> | <b>136,597</b> |
| <b>NET ASSETS</b>                    | <b>199,329</b> | <b>185,963</b> |
| <b>MEMBERS' FUNDS</b>                |                |                |
| Retained earnings                    | 199,329        | 185,963        |
| <b>TOTAL MEMBERS' FUNDS</b>          | <b>199,329</b> | <b>185,963</b> |

The Independent Auditor's Report to the Members of the Local Community Services Association was prepared and presented by Meagher, Howard & Wright CPA Suite 506, Level 5 / 55 Grafton Street, Bondi Junction, NSW 2022 on 27 October 2021.

A detailed financial report is available for members on the LCSA website and can be obtained by contacting the LCSA Office.

# PARTNERS & SUPPORTERS

Thank you to our incredible partners and supporters who have worked with us this year to provide collaborative leadership in representing the diverse interests of locally governed not-for-profit organisations in NSW:

- NSW Department of Communities and Justice
- NSW Department of Premier and Cabinet
- Resilience NSW
- Energy and Water Ombudsman NSW
- Office of the NSW Advocate for Children and Young People
- Fams, Youth Action, ACWA, AbSec and NCOSS
- MYAN NSW, Tenants Union of NSW, Healthy Australia
- WESTIR, MCRN, WSCF, Inner Sydney Voice, Community Industry Group, Sector Connect
- Counterpoint Community Services, Active Care Network
- Community Strengthening Data Project Reference Group: Julie Hourigan-Ruse, Kim Stace, Brett Martin, Will Doran, Mick Barrett, Tania Muchitsch, Kylie Evans-Locke
- Collaboration for Impact, Paul Ramsay Foundation and Unharm
- Sue Cripps Consulting, Westwood Spice, Margaret Scott Consulting
- Michelle Villeneuve, Sydney University: Centre for Disability Research and Policy
- Albury City Council, Hawkesbury City Council
- International Federation of Settlements Services and Neighbourhood Centres (IFS)
- Australian Neighbourhood Houses and Centres Association (ANHCA) and our fellow peak bodies for Neighbourhood Centres and Houses in Tasmania (Neighbourhood Houses Tasmania), Victoria (Neighbourhood Houses Victoria), South Australia (Community Centres SA), Western Australia (Linkwest) and Queensland (Queensland Families and Communities Association)
- The Sydney Policy Lab (University of Sydney) and all fellow peak bodies who participated in our joint research
- The Harwood Institute for Public Innovation
- Tamarack - An Institute for Community Engagement
- Health Consumers NSW, Justice Connect
- NSW Commission for Mental Health, iCare
- Alex Greenwich MP
- United Nations Association of Australia - NSW Division
- Hong Kong City University, Australian Catholic University
- Australian Services Union
- The Centre for Volunteering
- Dr. Michelle Lim and Andrew Giles MP (Neighbourhood Centre Week Event)
- Locality UK

Thanks to all those who didn't get a mention here but have partnered or supported us and our members in some way throughout the course of the last year.

# OUR MEMBERS

ADRA Community Centre - Macquarie Fields  
Advance Diversity Services  
Albion Park Youth and Community Care Inc.  
Albury City Council  
Armidale Neighbourhood Centre  
Bankstown Community Resource Group Inc.  
Bateau Bay Neighbourhood Centre  
Belmont Neighbourhood Centre  
Belong Blue Mountains  
Berkeley Neighbourhood Centre  
Berkeley Vale Neighbourhood Centre  
Blacktown Area Community Centres Inc  
Bligh Park Community Services Inc.  
Boambee East Community Centre Inc  
Boronia Multicultural Services Inc  
Bowraville Pioneer Community Centre  
Bucketts Way Neighbourhood Centre  
Burwood Community Welfare Services Inc  
Canterbury City Community Centre  
Casino Neighbourhood Centre  
Cassia Community Centre  
Central Women's Health Centre  
Chester Hill Neighbourhood Centre  
Christian Community Aid  
Coast Community Connections  
Coffs Harbour Neighbourhood Centre  
Community Access Western Sydney  
Community First Step  
Community Industry Group  
Community Junction Inc.  
Community Links Wollondilly Inc.  
Community Management Advisory Project Inc  
Community Northern Beaches Incorporated  
Community SOS Central Coast  
ConnectAbility Australia Inc  
Connecting Cobargo  
Coolaburoo Neighbourhood Centre Inc  
Coonamble Neighbourhood Centre  
CORE Community Services  
Counterpoint Community Services Inc  
Cowra Information and Neighbourhood Centre  
Creating Links (N.S.W) Ltd  
Crookwell Neighbourhood Centre  
Crossroads Community Care Centre Inc  
Drummoyne Community Centre  
Dundas Area Neighbourhood Centre  
Dungog Shire Community Centre  
Eden Community Access Centre  
Edgeworth Memorial Neighbourhood Centre Inc  
Engadine Community Services Inc  
Far South Coast Family Support Service  
Focus Connect  
Glebe Youth Service  
Glen Innes & District Community Centre  
Glenecho Neighbourhood Centre (Albury City Council)  
Glossodia Community Information & Neighbourhood Centre  
Gosford Regional Community Services  
Graceades Community Cottage Inc  
Great Lakes Neighbourhood Services  
Green Point Community Centre  
Greenacre Area Community Centre  
Griffith Community Centre Inc  
Gundagai Neighbourhood Centre  
Guyra Neighbourhood Centre Inc.  
Hawkesbury Community Outreach Services Inc

# OUR MEMBERS

Highlands Community Centres Inc.  
Humanity Matters  
Immigrant Women's Speakout Association of NSW  
Inner Sydney Voice  
Jubilee Community Services Inc  
Karabi Community & Development Services  
Kincumber Neighbourhood Centre  
Kings Cross Community Centre  
Kingsgrove Community Aid Centre  
Kogarah Community Services  
Kooloora Community Centre  
Ku-Ring-Gai Neighbourhood Centre Inc  
Kyogle Together  
Life Eternal Trust Australia  
Lifetime Connect Inc  
Liverpool Neighbourhood Connections Inc  
Liverpool Women's Resource Centre  
Macedonian Welfare Association of NSW Inc  
Maitland Neighbourhood Centre  
Manning Valley Neighbourhood Services Inc  
Merana Aboriginal Community Association for the Hawkesbury Inc  
Mid Richmond Neighbourhood Centre  
Mountains Community Resource Network  
Mullumbimby & District Neighbourhood Centre  
Multicultural Communities Council of Illawarra Inc  
Multicultural Neighbourhood Centre Inc.  
Murwillumbah Community Centre Inc  
Narrabri & District Community Aid Service Inc.  
Neighbourhood Central  
Neighbourhood Centres of Bellingen Shire Inc  
Nepean Community & Neighbourhood Services  
Nepean Multicultural Access  
Newtown Neighbourhood Centre  
Nimbin Neighbourhood & Information Centre  
Northern Illawarra Community Connections Inc  
NSW Spanish & Latin American Association  
Older Women's Network NSW Inc.  
Orana Community Centre Inc  
Orana NSW Inc  
Orange Family Support Service  
Our Community Place  
Outer Liverpool Community Services Inc  
Peppercorn Services Inc  
Port Macquarie Neighbourhood Centre  
Pottsville Beach Neighbourhood Centre  
Raymond Terrace Neighbourhood Centre  
Richmond Community Services Inc  
Riverstone Neighbourhood Centre & Community Aid Service  
Riverwood Community Centre  
Rockdale Community Services  
Rozelle Neighbourhood Centre  
Samaritans Information and Neighbourhood Centre  
San Remo Neighbourhood Centre  
Scone Neighbourhood Resource Centre  
Sector Connect Inc  
Shoalhaven Neighbourhood Services  
Snowy Mountains Neighbourhood Centre  
Social Futures  
South East Women & Children's Services Inc  
Southern Youth and Family Services  
Southlake Community Services Inc  
Springwood Neighbourhood Centre  
Sugarvalley Neighbourhood Centre  
Surry Hills Neighbourhood Centre

# OUR MEMBERS

Tamworth Family Support Service Inc

Temora Community Centre

Tenterfield Social Development Committee

The Canopy

The Hills Community Aid & Information Service Inc

The Junction Neighbourhood Centre

The Junction Works LTD

The Multicultural Network

The Neighbourhood Centre

The New School of Arts Neighbourhood House

The Parks Community Network

The Place: Charlestown Community Centre

The Settlement Neighbourhood Centre

The Womens Cottage

Thurgoona Community Centre

Tomaree Neighbourhood Centre

Toukley Neighbourhood Centre

Tripoli and Mena Association Limited

Tumut & District Neighbourhood Centre

Ulladulla & Districts Community Resource Centre

Unanderra Community Centre

Uniting Northern Lakes Neighbourhood Centre

Upper Hunter Community Services

Uralla Neighbourhood Centre

Warrawong Residents Forum

Wellington Information & Neighbourhood Services

Western Plains Regional Development Inc

WESTIR Ltd

Women's Resource Centre

Woodbine Neighbourhood Centre

Woodrising Neighbourhood Centre

Woodville Alliance

Woolgoolga Neighbourhood Centre

Wyong Neighbourhood Centre Inc

Yarrahapinni Community House

Young and District Community Hub



Staff at Cowra Information & Neighbourhood Centre preparing donations for delivery to local residents during COVID-19 restrictions.





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