



LCSA

LOCAL COMMUNITY SERVICES ASSOCIATION

ANNUAL REPORT

2021-2022



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

Always was, always will be, Aboriginal land.

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PRESIDENT'S REPORT



Margaret Tipper

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 respects to their Elders past, present and emerging.

My heroes for this year are you and your communities. Neighbourhood & Community Centres all over NSW were the placed-based organisations that were at the forefront of the communities that they work with.

Who would have thought that when I gave this report last year that we would be entering into the further effects of COVID-19 and its variants. Most Centres were not closed (unless forced to due to Council owned buildings) and if you did not have a physical building you “pivoted” to online and other ways of working.

Members were recovering from natural disasters all over NSW and then came the floods, which continue to affect us into the 2022-2023 year. Centres became places of refuge, and some had people sleeping on floors in the short term but, we must remember, that recovery is ongoing for many of the centres’ staff, volunteers, and community members. Many of our Members were directly affected by these disasters but continued to work with their communities. There are affects from COVID-19 which we will see for years to come. All I can say is, THANK YOU.

LCSA was fortunate to receive a DCJ grant that enabled us to develop supports for Members around resilience and post disaster recovery; these have had excellent uptake over the last year. The LCSA Team also host online Members Forums, which continue on a monthly basis. They are beneficial for peer support and knowledge and I thank all those who participate. Other projects will be mentioned in reports in this publication, but I note Members’ enthusiasm for working with LCSA.

LCSA was finally able to host the International Federation of Settlements and Neighbourhood Centres (IFS) Conference from 14-17 September 2021 (online), which had been due to be held face-to-face in Sydney during 2020. The list of people

who organised and participated is too long for the briefness of this report, but it was fabulous hearing about the work that is done in Centres around the world - It emphasised to me the similarities of the work that we do internationally, and not the differences. There were also some late nights but it was worth it! We have representation on the IFS Board with Paul Sekfy, Can Yaşmut and Michael McKenzie Sheeran (recently elected).

Special thanks to the Staff Team at LCSA - Can Yaşmut, Lyn Lormer, Anthony Brown, Bronwyn Hutchings, Julie Williams and Keummi Joo for their contribution to the continuing success of LCSA as the organisation advocating for Members interests. It should be noted that June was Lyn Lormer’s final working time with LCSA, as she took leave and has completed her employment with LCSA in October, as she retired. Knowing Lyn, she will probably continue contributing towards the community sector in some way. Thank you, Lyn.

Thank you to the LCSA supporters and funders (who are acknowledged later in this report).

Further thanks go to those Members and colleagues who served on the LCSA Board throughout this year – Skye Sear (Vice President), David Beddoe (Secretary), Paul Sekfy (Treasurer), Fran Stead, Tairyn Vergara, and Tina Reynolds.

I thank each of you individually and acknowledge your Centres and those that contribute to them, be they those we work with, supporters, funders, volunteers, board members and employees. I congratulate you for the work done throughout this difficult year and look forward to the supports that LCSA can provide into the next year.

EXECUTIVE OFFICER'S REPORT



Can Yaşmut

LCSA is the voice for Community Development in NSW. Over the past years we have claimed this space and have become recognised for it by the public and stakeholders.

One of the greatest achievements in the recent year is the recognition of Neighbourhood and Community Centres as being both service delivery agents and essential social infrastructure. We have been advocating for the network of LCSA members to be better utilised as social infrastructure since the lead up to the 2019 NSW State Election.

Social Infrastructure and Service Delivery

LCSA's membership of 172 locally-based, locally-governed community organisations span a network across the entire state, giving direct access to many communities. We were delighted when the NSW Government approached LCSA to partner in the distribution strategy of free COVID19 Rapid Antigen Tests in NSW. We worked in partnership to devise a comprehensive list of eligible local organisations to distribute free RATs to people living with a disability (and their carers) if they are not recipients of NDIS funding, and later to pensioners and concession card holders.

This example of using the network of Neighbourhood and Community Centres as social infrastructure is a significant milestone and of mutual benefit to both LCSA members and the NSW Government. In the future this will play an important role as a precedent and potential evidence base for further placed-based community development activities or government initiatives.

With next year's NSW State Elections in 2023 we need to continue highlighting the importance of Community Development and the social infrastructure provided by the network of our members.

COVID19 and Natural Disasters

This year has been marked by the continuation of the global COVID-19 Pandemic and a series of natural disasters most devastatingly the floods in the Northern Rivers and Hawkesbury regions of NSW.

The role of our members in combatting this crisis situations has been second to none. They have stepped up to the task they were confronted with in their communities. It is a feeling of pride to be associated with these local community organisations that are there before a crisis, during a crisis and long after a crisis.

It comes back to the point of social infrastructure, it took the tumultuousness of the significant events our society is facing for the role of locally-based, locally-governed community organisations to be recognised as an essential part in the preparedness, response and recovery from disasters. Within every crisis lies opportunity, and dare I say LCSA, and its members have seized the opportunities arising with integrity and effectiveness.

I was a member of the DCJ Steering Committee to set up the Social Sector Transformation Fund (SSTF) which was a direct investment by the NSW State Government into our sector in response to the COVID19 Pandemic. The feedback from the sector about the difference SSTF has made, was overwhelmingly positive.

EXECUTIVE OFFICER'S REPORT

TEI and the Community Strengthening Data Project

Based on the 2020 Members Census, which we have conducted to obtain the baseline data for our membership profile, TEI forms the most significant income source for the majority of our members.

It has been a long process, but now that we are in the second year of the first 5-year funding cycle, we can almost proclaim that the reform is complete, and we have achieved the following:

- As a continuation of the Community Builders Funding Program we have established the Community Strengthening Stream within TEI
- All LCSA members previously funded under Community Builders have been offered a contract by DCJ maintaining their existing (Community Builders equivalent) funding levels
- The nature of our members' work under TEI have been adjusted to fit the new program guidelines but did not depart from the original nature of their activities
- At the LCSA Virtua Roadshow meetings Anthony Shannon, DCJ Director responsible for the TEI Program, announced that TEI will be rolled out into the future with 5-year contracts, which means that as of 2025 we will be seeing 5-year funding cycles.

One of the biggest challenges in the TEI Community Strengthening space is the measurement of community level activities that are designed as prevention and early intervention activities, and not casework. To this end, we have been working with DCJ and partners to develop the Community Wellbeing Survey, which in the new financial year will become formally an optional data tool for TEI providers. A detailed account of this achievement is documented later in this report.

State Peaks Program – Reform and Performance at a Glance

This year LCSA has operated under a new contract as a result of the reform process to the peaks funding provided by DCJ, resulting in the State Peaks Program. We thank DCJ for their ongoing confidence and trust in our work.

A direct outcome from this reform is a revised service level agreement that outlines LCSA's work to support its membership. The response from members in our annual performance survey which is aligned with the service delivery agreement deliverables is shown in some graphs later in this report. This survey will be disseminated every 6 months in the future, giving us the data to monitor our performance as well as our relevance to members.

What some of our members said in our Annual Performance Survey:

"A peak body that supports local community organisations to build capability and capacity is critical."

"Our organisation views LCSA's support as extremely important to our sector and community- bridging, educating and enhancing relationships within the sector and government."

EXECUTIVE OFFICER'S REPORT

Some Highlights and Operational Matters

In September 2021 we hosted the International Federation of Settlements and Neighbourhood Centres (IFS) in Sydney. This global conference was hosted in the southern hemisphere for the first time, albeit as an online event due to travel restrictions and public health orders in relation to the COVID19 pandemic. We took the approach of finding innovative ways to deal with this challenge and developed a program with over 100 speakers and presenters, panel discussions and entertainment through an online conference platform, across all global time zones. This format permitted participation from all parts of Australia and from over 20 different countries around the world.

Everything in the conference program was recorded, providing us with an archive of content for future generations including interviews with Stan Grant, Linda Burney, Eva Cox, Commissioner Fitzgerald, Commissioner Fitzsimmons, Ernesto Sirolli, the Finnish Foreign Minister Pekka Haavisto and Prof. Marc Stears just to mention a few.

The team effort to get this event done was immense. My respect for my colleagues, which was already huge, has grown tenfold. I thank Georgie Stayches from Fetching Events and Michael Shreenan from Counterpoint Community Services for their tireless efforts, and all those who volunteered to assist in the lead-up and throughout the conference.

Following the IFS Conference we shifted our focus to reform and strengthen LCSA's regional representative structure. We organised the LCSA Virtual Roadshow with 7 meetings in 7 districts, setting an example of how we can tackle the challenge to be more influential with a decentralised structure. Learning from the challenges and successes we had, these meetings will play an important role for LCSA and members alike in the future.

We began the new calendar year with the knowledge that our lease at William Street in Woolloomooloo would come to an end in June 2022. Our search for a new premises began and while it can be seen as a disruption, we embraced this opportunity to rethink how we operate as a team and as an organisation. We had to acknowledge that COVID-19 changed the way we work and with no end of the pandemic in sight, we found a new balance of flexible work arrangements and keeping down operational costs with a new office space at Varga House in Redfern. Whilst our time at the 'Peaks Hub' in Woolloomooloo has come to an end, I wish to thank Youth Action and Fams for the time we spent together and for the collegiate approach to transition into our new separate tenancy arrangements. We are now located in the same building and on the same floor as our fellow peak DV NSW and look forward to this new era in LCSA operations.

It was timely to review our Strategic Plan during this period of change for LCSA. I wish to thank Roger West who assisted in the Strategic Plan review, and the LCSA Board for their ongoing commitment to the organisation and support to the LCSA Team, thank you for your leadership.

I thank the LCSA Team for everything. I appreciate your dedication, professionalism and intelligence you bring to the workplace daily. It's been a joy and privilege to work with you. Thank all Regional Representatives for acting as the conduit between our members and LCSA. I wish to acknowledge the retirement of Lyn Lormer. Lyn, it's been a pleasure and honour to share this path with you for so long, thank you!

Leading a small for-purpose organisation is more like navigating a raft through a running river rather a ship through the ocean. Nevertheless, you require a tight crew where everyone knows their role and communicates openly and constantly. Leading LCSA is a privilege that I don't take for granted and I am grateful to the LCSA Staff and Board for sharing our vision and working diligently towards achieving outcomes for our members. Ultimately it is all about our members, so a big thank you to all Neighbourhood and Community Centres for your work and for being leaders in your own communities in your own right!

WHO WE ARE

Local Community Services Association is the peak body of Neighbourhood & Community Centres in NSW.

Our Values

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.

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 by connecting and resourcing members and communities to promote social justice principles in public policy, service delivery and day-to-day community life.

What We Do

As a leading membership organisation, LCSA has several critical 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 secure regional connections and local communities.
- Share and disseminate sector information and resources to members and stakeholders

Our Vision

LCSA's overall vision is for vibrant local community organisations supporting stronger, more inclusive communities.

To achieve this vision, LCSA will:

- retain its existing membership base
- explore ways to grow its footprint by engaging more with other community development organisations and local government
- work hard to ensure Neighbourhood Centres are well resourced across the state
- work to convince political leaders to recognise the value of Neighbourhood Centres and their resources and legislate them as essential social infrastructure
- support and encourage its members to work within a Community Development Framework
- resource LCSA members so that they can make a significant impact on the implementation of the UN Sustainable Development Goals
- promote its network as Champions of Social Justice.

WHO WE ARE

Board

President	Margaret Tipper (WESTIR Ltd)
Vice President	Skye Sear (The New School of Arts Neighbourhood House)
Secretary	David Beddoe (Community Management Advisory Project Inc.)
Treasurer	Paul Sekfy (Coffs Harbour Neighbourhood Centre)
Ordinary Members	Tairyn Vergara (The Parks Community Network) Fran Stead (Cowra Information and Neighbourhood Centre) Tina Reynolds (Orana Support Service Inc.)

Staff

Executive Officer	Can Yaşmut
Sector Development Officer	Lyn Lormer
Communications Officer	Anthony Brown
Project Support Officer	Keummi Joo
SSTF Project Manager	Bronwyn Hutchings
Public Innovation Coach	Julie Williams

Student Placements

Student	Hang Yi Chan (City University of Hong Kong)
Student	Hoi Man Cheung (City University of Hong Kong)

2021-2022 IN NUMBERS

172

LCSA Member
Organisations

35

Average attendance
at the LCSA
Members Forum

10

Organisations received a
Project Small Grant

36

New Policy & Procedure
documents developed

30

Organisations conducted
Community Wellbeing
Surveys

769

Community Wellbeing
Surveys submitted

110

Speakers at the
IFS Conference 2021

312

Attendees at the
IFS Conference 2021

38

Hours of content at the
IFS Conference 2021

72

Email communications
sent to members

8,917

Website visits

930

Facebook
Likes

HIGHLIGHTS

Projects & Partnerships

LCSA invests in strategic relationships and partnerships to work on projects that benefit our members and help to develop and grow the community sector. This year we acquired extra funding through several grant programs to manage some exciting initiatives around the potential future of community well-being data collection, working more effectively through trauma-informed community development and updates to our policy and procedure resources.

Community Strengthening Data Project

LCSA has been funded by DCJ for the TEI Community Strengthening Data Project (CDSP) with the objective to develop a **Community Strengthening Data Set** that adds value and complements Data Exchange (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 first place. To this end a Community Wellbeing¹ Survey was developed that Community Strengthening organisations distribute to their clients, community members and stakeholders; as part of a pilot project to:

1. Better understand how our services contribute to community wellbeing.
2. Tell the story behind the data reported in the Data Exchange.
3. Collect consistent information about community wellbeing.

All TEI funded services delivering Community Strengthening program activities were invited to participate in piloting the Community Wellbeing Survey in their communities. Overall, 44 organisations signed up for the pilot, which ran over two 2-month periods in 2021. In the first phase, 10 organisations actively participated and a total of 287 surveys were returned to LCSA for analysis. In the second phase 20 organisation took part and the total number of returned surveys was 482. Both datasets represented a diverse geographic and demographic spread.

The quantitative data shows a high level of collective sense of belonging, participation, trust and access to resources / services. This demonstrates that community strengthening activities funded under TEI have a data baseline for community wellbeing, which measures increasing protective factors and decreasing risk factors in any given community. These findings are underpinned by the stories and examples community members shared in the surveys they filled out. The qualitative data shows strong Community Wellbeing themes relating to support from neighbours, friends and local organisations, particularly during times of crisis e.g. floods, bushfires and the COVID19 Pandemic.

The Community Wellbeing Survey fills a gap in the TEI Outcomes and Reporting regime and as such improves it overall. It captures the community level data as opposed to the program level data, which is adequately captured in the Data Exchange (DEX). The Pilot Project established that the Community Wellbeing Survey and the DEX Data are complementary data sets and together they create a more complete picture of the outcomes achieved by TEI Community Strengthening activities.

¹ Community Wellbeing is defined in the LCSA Community Strengthening Data Project as, "The collective sense of belonging, participation, trust and access to resources / services, which is achieved through:

- o increasing protective factors such as local capacity, social support and resources
- o decreasing risk factors, such as miscommunication, disengagement, isolation / loneliness and trauma."

HIGHLIGHTS

The Pilot Project has fulfilled its aims successfully by enabling a better understanding of how TEI funded services contribute to community wellbeing, better telling the story behind the data reported, and more consistently collecting information about community wellbeing. It has given LCSA and DCJ a practice-informed evidence base for the future prospects of measuring Community Wellbeing in TEI. With this report, LCSA presents the key findings from the Pilot Project and recommendations for future directions.

We wish to thank the members of the Reference Group for this project who have worked diligently to provide support and professional knowledge towards the success of this project.

- Brett Martin, NSW Department of Communities & Justice
- Kylie Evans-Locke, CareSouth
- Mick Barrett, Belong Blue Mountains
- Tania Muchitsch, Sector Connect
- Will Doran, Kurri Kurri Community Centre
- Lyn Lormer, LCSA
- Can Yaşmut (chair), LCSA

We also extend our gratitude to participating organisations, without whom this pilot would not have been possible:

Aboriginal Community Resource Centre - Blue Mountains

Armidale Council Volunteer Referral Service

Belong Blue Mountains

Blackheath Area Neighbourhood Centre

**Camden Community Connections
(trading as Big Yellow Umbrella)**

Campbell Page

Cancer Council

Centacare Bathurst

Chester Hill Neighbourhood centre

Counterpoint Community Services

Creating Links

Highlands Community Service Centres

Humanity Matters

Information and Cultural Exchange Centre

Lithgow Information and Neighbourhood Centre

Murwillimbah Community Centre

Nimbin Neighbourhood and Information Centre

Outer Liverpool Community Service

Sector Connect

Tamworth Family Support Services

Temora Community Centre

The Hub at Guyra

Uniting

A final Pilot Report has been prepared for DCJ approval with a view of extending this project over the next three years and establishing it as a formal part of the TEI Data Collection regime.

A copy of the full report will be available on the LCSA website once approved.

HIGHLIGHTS

Policy Development Project

Consultant **Sue Cripps**, worked with LCSA members, the LCSA Team and a Policy Sub-Committee to develop 31 new Policy & Procedure documents, as well as updating 5 existing ones to incorporate changes in legislation as part of LCSA's ongoing Policy Development Project.

Since 2011, LCSA has worked to create and update a suite of Policy and Procedure documents that are relevant for Not-For-Profit Community Organisations to purchase and adapt for themselves. Currently, there are 84 members who have purchased the Policies and Procedures and regularly access the documents on our website as a vital resource for their organisation's governance.

Thanks to funding received from the NSW Department of Communities & Justice, through the Social Sector Support Fund (SSSF), 14 of the Policy and Procedure documents that were developed were made available publicly for free and shared with DCJ and other peak bodies, including policies relating to COVID-19 and working from home.

Zero Hunger in Schools Project

LCSA partnered with the **United Nations Association of Australia** NSW Chapter (UNAA NSW) and **Capgemini** on a project aimed to better support children who attend school with insufficient food.

The United Nation's Sustainable Development Goals include 17 interconnected goals that member States/Nations are collectively working towards reaching. SDG #2 - Zero Hunger aims to, "End hunger, achieve food security and improved nutrition and promote sustainable agriculture" (United Nations, 2020).

A purpose-built app developed by Capgemini enables principals or teachers to easily and securely post requests for food that engaged local suppliers can respond to, including businesses, service providers and local citizens.

The idea is that several LCSA members in metropolitan and regional NSW participate in a pilot using the App and the associated community development work, while being supported by volunteers from the UNAA NSW.



HIGHLIGHTS

Trauma-Informed Community Development Training Project

In 2021 LCSA secured funding through the Department of Communities and Justice's **Social Sector Transformation Fund (SSTF)** for the **Trauma-Informed Community Development Training Project**.

The aim of this 12-month project was to progress and broaden the work that LCSA had been doing in relation to disaster resilience and recovery since 2020. This work included two research projects into disaster management and resilience, one in collaboration with **WESTIR**, the other with the **Australian Catholic University**.

The project provided an opportunity to widen the disaster focus and progress the work of members and the findings of the research projects into practical ways to assist with broader trauma-informed community development training.

The project was funded in two parts:

1. Developing Resilient Communities Project Small Grants

An amount of \$50,000 was approved as part of the Developing Resilient Communities Project Small Grants. This allowed LCSA to offer ten grants of \$5000 to LCSA member organisations to assist in their development of community-led resilience projects and enhance their community leadership capacity through community conversations.

An expression of Interest was called in November and December in 2021 with an assessment panel meeting at the end of January to decide on the allocations. The assessment panel included representatives from LCSA Board and members, NCOSS and DCJ.

A range of projects were funding with the panel ensuring each District was allocated at least one project.

The funded projects that received small grants went to the following organisations:

Jesmond Neighbourhood Centre

Hunter and Central Coast

Eden Community Access Centre Inc

Illawarra Shoalhaven and Southern NSW

Kyogle Together

Mid North Coast, New England & Northern NSW

Mullumbimby & District Neighbourhood Centre

Mid North Coast, New England & Northern NSW

WINS Community Centre

Murrumbidgee, Far West and Western NSW

Cowra Information & Neighbourhood Centre

Murrumbidgee, Far West & Western NSW

Community Links Wellbeing

South Western Sydney

Counterpoint Community Services

Sydney, South Eastern Sydney & Northern Sydney

The Women's Cottage

Western Sydney and Nepean Blue Mountains

Belong Blue Mountains

Western Sydney and Nepean Blue Mountains

HIGHLIGHTS

2. Trauma-Informed Community Development Training Program

The primary focus of the SSTF funding was the development of an online training course to consider an approach to community development aimed at assisting Neighbourhood & Community Centres to work in a trauma-informed way with their communities, especially following the impact from natural disasters and the COVID19 Pandemic.

An initial research and development approach was used with this project including linking to the VCOSS Bushfire Recovery Project, The Australian Institute for Disaster Resilience (AIDR) and partnership work with NCOSS. The Red Cross was also a key part of the earlier research and development work. Members involved in disaster response have also been consulted.

The design and development of the Trauma-Informed Community Development Training has also involved four online co-design workshops with 20 organisations, along with involvement from organisations that received funding through the Developing Resilient Communities Project Small Grants were also part of the development process. A content writer was contracted in late June to write the training program with support from the LCSA Project Manager.

Additional to the development of the Trauma-Informed Community Development Training Program, LCSA was also looking at other training and webinars to assist members respond and recover from disasters that impact them and their organisations. These sessions were to be held after the community development training, but due to the impact from the floods and the ongoing pandemic, LCSA offered two online courses "Developing a Resilient Team: Looking at staff and self-care during and after a crisis". Thirty two member organisation made use of the training which offered tools for the organisations to develop coping strategies to improve team and self-care following a range of natural and non-natural disasters.

A presentation on community building and the disaster infrastructure in June involved 29 organisations and offered online resources to increase organisational capacity in addressing inter-agency responses.

The Trauma-Informed Community Development Training will be run in the second half of the year in 2022, with Accidental Counsellor workshops also planned.

HIGHLIGHTS

Capacity Building & Events

Throughout the year LCSA hosted and organised a number of free and discounted special events and professional development opportunities for our members as well as for the global network of Neighbourhood and Community Centres/Houses. We brought people together around issues of social justice with guest speakers and panelists, and hosted workshops and training to build the knowledge and capacity of our sector.

IFS Conference 2021



After several years in the planning, the International Federation of Settlements and Neighbourhood Centers (IFS) Conference took place from 14-17 September 2021.

Originally scheduled to be held in Sydney in 2020, the COVID-19 pandemic forced us to postpone the IFS Conference a year later and shift to a completely online gathering.

Hosted by LCSA in partnership with ANHCA, the IFS Conference provided a unique opportunity for the international network of Settlement and Neighbourhood Houses and Centres to come together, to learn, connect and participate in a global movement to promote social justice.

The theme for the conference was "**Social Justice: The Unfinished Journey, Global Issues – Local Solutions**". Over 4 days, more than 100 keynote speakers, panelists and workshop facilitators explored where we are up to in our social justice journey, what works, what skills and resources we will need and what are the most promising

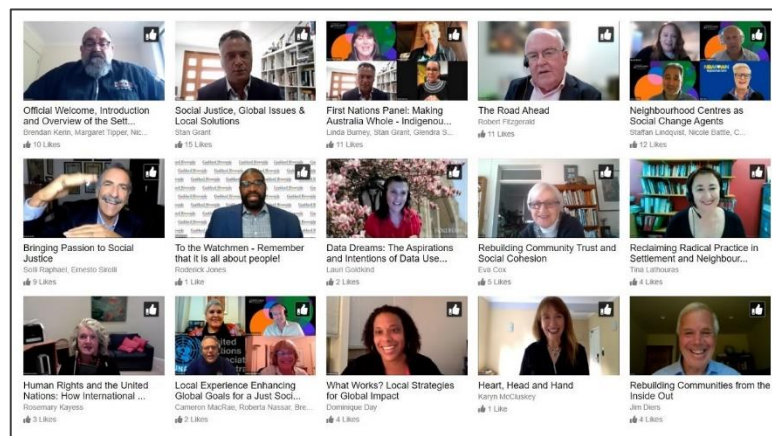
pathways to move forward as both a global movement and a force for local empowerment.

The diverse and extensive program included:

- 38 hours of content
- 18 keynote presentations
- 40 workshops
- 5 panel discussions
- 4 documentary films
- 6 networking sessions

Despite the disappointment of not being able to host conference delegates in-person from around the world, our online conference platform facilitated an interactive and engaging experience that performed well beyond our expectations and that of the 312 people who attended.

The conference ended with the IFS Declaration on Social Justice publication made by a global network of thousands of organisations and hundreds of thousands of active citizens, volunteers, students, and professionals in neighbourhoods of more than 30 countries across all global regions.



HIGHLIGHTS

Neighbourhood Centre Week



To celebrate Neighbourhood Centre Week (NCW), LCSA hosted an online panel discussion on the 10th of May 2022, around this year's theme of '**Building resilience by bringing people together**'.

Facilitated by LCSA's Executive Officer, **Can Yaşmut**, the discussion involved guest speakers from 3 of our member organisations, and an open Q&A session with the 44 attendees who had joined us for the event.

A special thanks to our guest speakers **Mike Shreenan** (Counterpoint Community Services), **Esta Paschalidis-Chilas** (Canterbury City Community Centre) and **Fran Stead** (Cowra Information and Neighbourhood Centre).

Hearing the many stories and examples of how our members have adapted and innovated their programs and community engagement methods during the difficult times of COVID-19 over the last year, was a real inspiration.

It was fitting that during Neighbourhood Centre Week we were reminded of the significant value and strength we add to the resilience and wellbeing of local communities when we find ways to connect and bring people together.

Developing a Resilient Team (Training)

As part of LCSA's **Trauma-Informed Community Building Training Project**, we were able to offer our members a free training session on "Developing a Resilient Team (Looking at staff, volunteer and self-care during and after a crisis)."

The training was delivered by **Carolyn Cousins** from Tuned In Consulting and aimed to empower members to meet the needs of their staff, volunteers and themselves after a stressful and prolonged response period to COVID, recent natural disasters and to equip them for the future.

Attendees were provided with information to normalise and understand their responses so far and be able to work on practical strategies to ensure adequate care and support going forward.

Registration for this training was restricted to 30 LCSA members to keep the sessions engaging and interactive. Due to the popularity and relevance of the content a repeat session was scheduled for the next financial year to give as many people as possible the opportunity to take advantage of this excellent training.

Here's what some of our members had to say about the training:

"I found the information regarding how to manage self-care whilst at work very helpful."

"The whole workshop had invaluable information, from start to finish."

"I really found the information and discussion very engaging. Thank you for the self-reflection tools too!"

"Amazing facilitator. So well informed and the delivery of information was wonderful. The practical examples that link in with the research and theory was great."

HIGHLIGHTS

Race, Equity & Cultural Humility in Your Work



Dominique Day (DAYLIGHT & UN Working Group of Experts on People of African Descent) facilitated an open and honest online discussion for LCSA members through a workshop about racial equity in the workplace.

Joined by local guest speakers **Jack Gibson** (Butucarbin Aboriginal Corporation) and **Catherine Madziva** (Emerging Community Leader), the workshop covered issues of institutional racism, the changes we want to see in our communities, our workplaces and our sector.

Community Leaders Peer Support Forums & Leadership Capability Forums

In discussions at the LCSA Members Forum and in the context of the impact of the COVID-19 Pandemic, members expressed a need for support and professional development opportunities, specifically targeted at the most senior employee in their organisation (i.e. Centre Coordinators, CEOs and General Managers of Neighbourhood & Community Centres).

LCSA successfully negotiated with **Margaret Scott** of MCS Consultants, as well as **Roger West** and **Mandy Holloway** from WestWood Spice, the roll-out of online forums to support leaders within Neighbourhood and Community Centres.

Members could choose from several options:

1. **Community Leaders Peer Support Forums** - "peer connecting and sharing" - delivered by Margaret Scott; and/or

2. **Leadership Capability Forums** - "Basic" and "Plus" - "developing leadership capability with ongoing peer and facilitator support on applying learnings" - delivered by Mandy Holloway and Roger West

These monthly forums met an important need and were well received by our members. We thank Margaret Scott, Roger West and Mandy Holloway for their professional support. It is with great sadness that we acknowledge the recent passing of Mandy Holloway, which came as a great shock to all of us and she will be dearly missed. We extend our condolences to Mandy's family.

Trinity of Management BLAST

Following **Ernesto Sirolli's** inspiring appearance at the IFS Conference 2021, LCSA partnered with the Sirolli Institute to give our members an opportunity to explore management from a Sirolli perspective.

The training was held online over two consecutive afternoon sessions, where attendees were guided by the entertaining coach Ernesto, to test and examine practical approaches to Neighbourhood and Community Centres from a unique entrepreneurial perspective.

The engaging and effective training style and material covered by these sessions left everyone wanting more. We look forward to further opportunities to tap into Ernesto's vast experience and knowledge to add new insights and learnings for our members.



HIGHLIGHTS

Engagement & Support

LCSA seeks to engage and support our members as a collective group and as individual organisations and community workers. Many of our activities, such as the monthly online Members Forum, District and Regional meetings as well as the IFS Asia-Pacific Network, provide an opportunity for LCSA and our members to engage with each other in a supportive environment to discuss issues and opportunities that assist the work of Neighbourhood and Community Centres in NSW. Other activities include engagement through our communications channels to a broader audience of stakeholders and individualised support and advice to LCSA Members.

LCSA Members Forum

The LCSA Members Forum is held online using Zoom on the first Tuesday of each month from 9:30-11:00am and provides an opportunity to engage in open discussion around topics and issues that impact the work of Neighbourhood and Community Centres in NSW.

The LCSA Members Forum was held on **11** occasions with a total of **385** people joining in over the course of the year at an average of **35** participants per meeting.

Often the format of the meetings include a guest speaker or two on a particular topic, followed by LCSA staff providing updates on projects, events and other announcements, as well as general open conversation.

This year our guest speakers list included **Eva Cox** (Activist & Researcher), **Savi Manii** (Justice Connect), **Natalia Lang** (ASU), **Anthony Shannon** (DCJ), **Paul Sekfy** (IFS Board Member), **Yvonne Porter** (Wattle Place), **Colleen Williams** (The Centre for Volunteering), **Kate Roberts** (Gambling Impact Society, NSW), **Sue Cripps** (SC Consulting Group), **Roger West** (Westwood Spice), **Stacy Tyron & Deval Delivala** (GetSetUp).



A wide range of topics were covered throughout the year, such as:

- Restoring Democracy's Social Contracts
- COVID-19 Management and Vaccination Policy for DCJ service providers
- COVID-19 Omicron outbreak and its impact on local organisations regarding industrial and workplace issues
- Federal Election and Neighbourhood Centres
- National Redress Scheme
- Volunteering in NSW latest updates
- Information and awareness around gambling issues in NSW
- Community Strengthening Data Project
- LCSA Policy & Procedure updates
- Surviving COVID-19 and Planning for Recovery
- GetSetUp online adult learning portal

HIGHLIGHTS

District Meetings



As part of our desire to reform and strengthen LCSA's regional representative structure, we organised the **LCSA Virtual Roadshow**, with 7 online meetings, one for each of the 7 districts:

1. Hunter/Central Coast District
2. Western NSW District
3. SESNSCS District
4. Western Sydney District
5. South Western Sydney District
6. Northern NSW District
7. Southern NSW District

As Neighbourhood Centres and TEI funded services, we have seen many challenges during 2020 and 2021 with still no end in sight due to the rapid spread of the Omicron variant. One of the ways local community organisations can stay resilient is by facing new challenges together as a

supportive movement with a common purpose. This means we need to maintain strong regional networks with excellent communication channels, support each other's advocacy efforts, as well as learn together.

As a result we brought together LCSA members, other TEI-funded organisations as well as DCJ Central Office and District staff to discuss the following issues:

- The value of LCSA new regional structures and communication
- What does "Living with COVID" mean for ourselves and our communities?
- How does "living with COVID" affect our TEI Contracts?

The Virtual Roadshow ensured that organisations had the opportunity to engage with each other and with DCJ on common issues. It also provided the opportunity to share stories and find local solutions.

Anthony Shannon, DCJ Director responsible for the TEI Program, attended all meetings and used the Virtual Roadshow as the first opportunity to publicly present the first DEX Data Report for each region.

Due to the success and effectiveness of this strategy, these meetings will be scheduled for every 6 months.

In summary the following issues arose from the meetings:

- **High demand for services effects service delivery and staffing**
- **Impact of disasters (COVID & natural disasters) is unprecedented**
- **TEI Contracts & KPI's are not fit for purpose**
- **Management of contracts and relationship with DCJ Districts is inconsistent and in some region of concern**
- **Financial resources and further training required to enter data into DEX**
- **Outcomes for whole of community versus individuals remains a key issue in the TEI data regime**

HIGHLIGHTS

IFS Asia-Pacific Network

In the lead up to the IFS Conference 2021, LCSA and interested partners, with the support of ANHCA, began the process of developing existing and new contacts in the Asia-Pacific region with the aim of expanding and growing the IFS network.

On Monday, 6 September 2021, an inaugural (virtual) meeting was held with 7 organisations in attendance, representing educational institutions, Settlement Houses and Neighbourhood Centres from across Asia-Pacific (including India, Taiwan, Bangladesh and Australia) - all interested to be involved in a regional network.

The aim of the Asia Pacific Network (APN) is to bring together individuals and organisations who hold the same values on social justice and inclusion, diversity and democratic principles from all over the Asia-Pacific region.

For this purpose, APN meetings occur online once a month and focus on exchanging knowledge and sharing experiences for developing skills and strategies in community development, enhancing cultural exchange and understanding, improving global networking, and looking at potential projects to collaborate around the Asia-Pacific region.



Topics discussed at APN meetings have included - The University Social Responsibility project in Taiwan, Terminology of Community Development in Australia, Victoria Neighbourhood Houses' Social Return on Investment Report, Social Enterprises project, "Vison for All" in India and Locality's Economic Contribution report in the United Kingdom.

Currently the average number of participants is around 7 to 12, mainly from Australia, Taiwan, India, and Sri Lanka.

We expect more opportunities to arise from contacts in South Korea, Japan, New Zealand, and the south pacific in the future.

TEI Support

LCSA provided TEI support to members through:

- TEI Sector Assistance Strategy - Individualised Support
- TEI Workshops and Peer Support
- TEI Outcomes and DEX for Sector Development Organisations

COVID-19 Support

LCSA assisted members cope with the impacts of COVID-19 by providing access to:

- Information and Resources
- COVID-19 Policies
- Distribution of Rapid Antigen Tests (RATs)

Public Innovation Support

LCSA supported **Active Care Network & Unharm** in their efforts to use public innovation to turn outwards as an organisation.

Communications Engagement

LCSA continued to increase our engagement and effectiveness with members and stakeholders through various communication channels such as:

- LCSA Website
- Social Media (Facebook & Twitter)
- Monthly Email Communiqué
- Video Conferencing

Leadership & Influence

LCSA leads and collaborates with government agencies, peak bodies and stakeholders on strategic priorities for the sector, including contributions on joint planning and advocacy work to influence and improve policy and service delivery outcomes for our members and communities in NSW. Our involvement includes representation on various boards, committees, forums and advisory groups, as well as attending important briefing sessions and meetings.

LCSA staff participated and contributed through the following activities during 2021-2022:

- Australian Neighbourhood Houses & Centres Association (ANHCA) Board
- ANHCA state peaks CEO Forum
- International Federation of Settlements and Neighborhood Centers (IFS) Board
- IFS Asia-Pacific Network
- NSW Department of Communities & Justice (DCJ) Peaks & Partnerships meetings
- DCJ COVID-19 update with peaks meetings
- DCJ Service Providers COVID-19 Management Plans Working Group
- DCJ State Peaks Program meetings
- Targeted Earlier Intervention (TEI) CEO Forum
- NSW Minister for Minister for Families, Communities and Disability Services monthly meetings with NSW peak organisations
- DCJ Community Program Management Group for SSESNS district
- Social Sector Transformation Fund (SSTF) Steering Committee
- Forum of Non-Government Agencies (FONGA)
- Modelling long term impacts of COVID-19 monthly meetings with NSW Council of Social Services (NCOSS)
- SSTF Symposium 2022 Advisory Group
- National Disability Insurance Agency (NDIA) Community Update monthly meetings
- Commonwealth Home Support Program (CHSP) group meetings
- Submissions to NSW Government:
 - LCSA Pre-Budget Submission 2021
 - NSW Peaks Joint letter to NSW Premier regarding support for social services sector during COVID-19

TREASURER'S REPORT



Paul Sekfy

I present the annual financial report for the 2021-2022 year for our association.

This year, we've managed to operate within our budget, meet the negotiated outputs for our funded activities, secured some extra funding and managed to secure a welcome surplus for the year. We also undertook a unique event, the IFS Conference, a first for LCSA and IFS. This was both successful and affordable due to the diligent application of our staff and the extraordinary input by volunteers, especially Michael Shreenan from Counterpoint Community Services.

Once again, I ask 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. In the Covid era and with ongoing natural disasters, this has been particularly challenging. Whilst the limits on staff travel is receding, online connection activities have continued to mitigate this as well as provided valuable regular connection. There have been some savings as a result but there has also been the commensurate increased investment in staff time.

LCSA received total funding from NSW Dept Communities and Justice of \$656,359. LCSA received funding under the State Peaks Program, the TEI Data Project, the Social Sector Transformation Fund (SSTF) and the Social Sector Support Fund (SSSF).

The total income for the year was \$825,791 compared to \$573,794 for the previous period. This reflects the increased funding received via the SSTF and SSSF income from the Conference and an increase in other income. There was a small increase in membership income.

The Local Community Services Association recorded an operating surplus of \$71,031 for the financial year ended 30 June 2022. This is a pleasing positive outcome and will allow for some flexibility when planning future activities. It was

achieved whilst undertaking some valuable extra work under the SSTF Project and dealing with the office relocation challenge. I commend the Executive Officer and the finance team for this result.

LCSA's Balance Sheet as at 30 June 2022 shows a sound financial position with a cash balance of \$487,547 including some \$70,200 income in advance. There was \$270,360 in equity.

The financial statements in this year's Annual Report have been prepared in accordance with the Australian Accounting Standards. A summary of audited financial statements are included in the Annual Report, and the full report can be accessed on the LCSA and ACNC websites, which provide a more detailed account of the overall financial position and performance of the LCSA during the financial year ended 30 June 2022. Thanks to our Auditors, Meagher Howard & Wright.

I wish to thank the Board's Finance Sub-committee, Margaret and Tairyn, our Executive Officer Can, and our Bookkeeper John for their diligent assistance in terms of budgeting, monitoring and risk management.

I would also take this opportunity to acknowledge the loyal service of Lyn Lormer over many years. It remains a pleasure and honour to participate in the LCSA Board.

FINANCIAL STATEMENTS

Income Statement for the year ended 30 June 2022.

	2022	2021
	\$	\$
INCOME		
Conference Income	72,930	-
Fees for Service	28,500	70,279
Grants	656,359	456,882
Membership Income	40,650	38,747
Other Income	27,353	7,886
TOTAL INCOME	825,791	573,794
EXPENSES		
AGM Expenses	-	500
Audit Fees	2,600	2,400
Bad Debts	-	(750)
Bank Fees	260	219
Bookkeeping	20,228	19,708
Cleaning	-	359
Coaching/Consultancy	2,000	6,678
Community Engagement	-	500
Computer Expenses	5,472	1,084
Conference	64,428	-
Conference/Forums	900	3,426
Consultants/Program Dev	3,750	-
Depreciation	-	707
Donations	-	25,000
EC Meeting Expenses	4,321	7,051
Electricity	1,806	1,612
Equipment/Furniture	-	82
Insurance	6,871	5,027
IT Expenses	6,049	573
Leasehold Improve Amortised	-	919
Lodgement/Legal Fees	-	941
Management Fee	15,000	-
Meeting Expense	2,000	489
Office -Shared Services	441	-
Personal Protection Equipment	1,854	-
Planning Day	14,744	2,500
Postage/Courier	1,689	-
Printing/Photocopier	227	-
Program Cost	50,453	-
Provision – Loss on Conference	-	32,260
Removals	400	-
Rent	64,983	62,904
Rent – Shared Expenses	11,515	2,864
Resources	1,919	1,208
Salaries & Oncosts	454,325	350,701
Sponsorship	-	327
Staff Travel	1,305	5,307
Stationary	-	399
Storage	529	-
Strategic Plan	-	1,745
Subscriptions	2,329	2,553
Telephone/Internet	-	2,360
Training	-	12,000
Video Conferencing	385	-
Website	7,640	6,775
TOTAL EXPENSES	754,760	560,428
Surplus/(loss)	71,031	13,365
Retained earnings at the beginning of the financial year	199,329	185,963
Retained earnings at the end of the financial year	270,360	199,329

FINANCIAL STATEMENTS

Balance Sheet for the year ended 30 June 2022

	2022	2021
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	497,547	522,204
Trade and other receivables	-	20,482
Other current assets	5,904	67,907
TOTAL CURRENT ASSETS	503,451	610,593
NON-CURRENT ASSETS		
Property, plants, and equipment	-	-
TOTAL NON-CURRENT ASSETS	-	-
TOTAL ASSETS	503,451	610,593
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	9,727	35,294
Income in Advance	76,200	286,634
Provision for Annual Leave	41,974	35,593
Time in Lieu Accrued	336	-
Other current liabilities	50,358	8,434
TOTAL CURRENT LIABILITIES	178,595	365,955
NON-CURRENT LIABILITIES		
Provision Long Service Leave	54,496	45,309
TOTAL NON-CURRENT LIABILITIES	54,496	45,309
TOTAL LIABILITIES	233,091	411,264
NET ASSETS	270,360	199,329
MEMBERS' FUNDS		
Retained earnings	270,360	199,329
TOTAL MEMBERS' FUNDS	270,360	199,329

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 20 September 2022.

A detailed audited financial report is available for members on the LCSA website to view or download or can be obtained by contacting the LCSA Office.

OUR FUNDERS, PARTNERS & SUPPORTERS

Thanks to our incredible funders, partners & 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
- Multicultural NSW
- Resilience NSW
- Office of the NSW Advocate for Children and Young People
- Fams, Youth Action, ACWA, AbSec and NCOSS
- Justice Connect, MYAN NSW, Tenants Union of NSW, Healthy Australia and Health Consumers NSW
- WESTIR, MCRN, WSCF, Inner Sydney Voice, Community Industry Group, Sector Connect
- Counterpoint Community Services, Active Care Network
- Community Strengthening Data Project Reference Group: 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 and Neighbourhood Centres (IFS)
- Georgie Stayches and Fetching Events
- 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 (Neighbourhood Centres Queensland)
- The Sydney Policy Lab (University of Sydney)
- The Harwood Institute for Public Innovation
- Martha and Ernesto Sirolli form the Sirolli Institute
- Dominique Day (DAYLIGHT & UN Working Group of Experts on People of African Descent) Jack Gibson (Butucarbin Aboriginal Corporation) and Catherine Madziva (Emerging Community Leader)
- Alex Greenwich MP
- United Nations Association of Australia - NSW Division
- Hong Kong City University
- Australian Services Union
- The Centre for Volunteering
- Fran Stead, Michael Shreenan & Esta Paschalidis-Chilas (NCW 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

Active Care Network
ADRA Community Centre - Macquarie Fields
Advance Diversity Services
Albion Park Youth & Community Centre
Albury City Council
Armidale Neighbourhood Centre
Bankstown Community Resource Group
Bateau Bay Neighbourhood Centre
Belmont Neighbourhood Centre
Belong Blue Mountains Community & Neighbourhood Services
Berkeley Neighbourhood Centre
Berkeley Vale Neighbourhood Centre
Blacktown Area Community Centres
Bligh Park Community Services
Boambee East Community Centre
Boronia Multicultural Services
Bucketts Way Neighbourhood Group
Burwood Community Welfare Services
Canterbury City Community Centre
Cassia Community Centre
Chester Hill Neighbourhood Centre
Coast Community Connections
Cobargo Community Access Centre
Coffs Harbour Neighbourhood Centre
Community Access Western Sydney
Community First Step
Community Industry Group
Community Junction
Community Links Wollondilly
Community Management Advisory Project
Community Northern Beaches Incorporated
Community SOS Central Coast
ConnectAbility Australia
Coolaburoo Neighbourhood Centre
Coonamble Neighbourhood Centre
CORE Community Services
Counterpoint Community Services
Cowra Information and Neighbourhood Centre
Creating Links (NSW)
Crookwell Neighbourhood Centre
Crossroads Community Care Centre
Drummoyne Community Centre
Dundas Area Neighbourhood Centre
Dungog Shire Community Centre
Eden Community Access Centre
Edgeworth Memorial Neighbourhood Centre
Engadine Community Services
Far South Coast Family Support Service
Glebe Youth Service
Glen Innes & District Community Centre
Glenecho Neighbourhood Centre (Albury Council)
Glossodia Community Information & Neighbourhood Centre
Gosford Regional Community Services
Graceades Community Cottage
Forster Neighbourhood Centre
Green Point Community Centre
Greenacre Area Community Centre
Griffith Community Centre
Gundagai Neighbourhood Centre
Guyra Neighbourhood Centre
Hawkesbury Community Outreach Services
Highlands Community Centre
Humanity Matters
Immigrant Women's Speakout Association of NSW
Indian Support Center
Inner Sydney Voice
Jubilee Community Services
Karabi Community & Development Services

OUR MEMBERS

Kempsey Neighbourhood Centre
Kincumber Neighbourhood Centre
Kings Cross Community and Information Centre
Kingsgrove Community Aid Centre
Kogarah Community Services
Kooloora Community Centre
Ku-Ring-Gai Neighbourhood Centre
Kyogle Together
Life Eternal Trust Australia
Lifetime Connect
Lithgow Information & Neighbourhood Centre
Liverpool Neighbourhood Connections
Liverpool Women's Resource Centre
Macedonian Welfare Association of NSW
Manning Valley Neighbourhood Services
Merana Aboriginal Community Association for the Hawkesbury
Mid Richmond Neighbourhood Centre
Mountains Community Resource Network
Mullumbimby & District Neighbourhood Centre
Multicultural Neighbourhood Centre
Murwillumbah Community Centre
Narrabri & District Community Aid Service
Neighbourhood Central
Neighbourhood Centres of Bellingen Shire
Nepean Community & Neighbourhood Services
Nepean Multicultural Access
Newtown Neighbourhood Centre
Nimbin Neighbourhood & Information Centre
Northern Illawarra Community Connections
NSW Spanish & Latin American Association
Older Womens Network NSW
Orana Community Centre
Orana NSW
Orana Support Services
Orange Family Support Service
Our Community Place Incorporated
Outer Liverpool Community Services
Peppercorn Services
Port Kembla Youth Project
Port Macquarie Neighbourhood Centre
Pottsville Beach Neighbourhood Centre
Raymond Terrace Neighbourhood Centre
Richmond Community Services
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
Shoalhaven Neighbourhood Services
Snowy Mountains Neighbourhood Centre
Social Futures
South East Women and Children's Services
Southern Women's Group
Southern Youth and Family Services
Southlake Community Services
Strong Nation Community Services
Sugarvalley Neighbourhood Centre
Surry Hills Neighbourhood Centre
Tamworth Family Support Service
Temora Community Centre
Tenterfield Social Development Committee
The Canopy
The Hills Community Aid & Information Service
The Junction Neighbourhood Centre

OUR MEMBERS

The Junction Works
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 Women's 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
Upper Hunter Community Services
Uralla Neighbourhood Centre
Urunga Neighbourhood Centre Incorporated
Warilla Neighbourhood Centre
Warrawong Residents Forum
Warrumbungle Shire Council
Wellington Information & Neighbourhood Services
Western Plains Regional Development
WESTIR
Women Up North Housing
Woodbine Neighbourhood Centre
Woodrising Neighbourhood Centre
Woodville Alliance
Woolgoolga Neighbourhood Centre
Wyong Neighbourhood Centre
Yarrahapinni Community House
Young and District Community Hub



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