



# Finance, Community & Services Committee

Tuesday 2 April 2024  
6.30pm

## Agenda

## Finance, Community & Services Committee (FC&S)

Woollahra Council will be holding Committee meetings (i.e. Environmental Planning (EP), Finance, Community & Services (FC&S) and Strategic & Corporate (S&C) with The Mayor, Councillors and staff will be participating in person. Members of the public are invited to attend the Committee meeting in person or watch and/or listen to meetings live (via Council's website).

A copy of the Agenda is available on Council's website:

[https://www.woollahra.nsw.gov.au/council/meetings\\_and\\_committees/committees/finance\\_community\\_and\\_services\\_committee\\_fcs/fc\\_and\\_s\\_agendas\\_and\\_minutes](https://www.woollahra.nsw.gov.au/council/meetings_and_committees/committees/finance_community_and_services_committee_fcs/fc_and_s_agendas_and_minutes)

To register to address the Committee, please email your name, phone number and Item number to [records@woollahra.nsw.gov.au](mailto:records@woollahra.nsw.gov.au) by **10.00am on the day of the meeting**, indicating if you will be attending in person or wish to address the meeting via teleconferencing technology. Please note, instructions on how to join the meeting will be forwarded to person who have pre-registered to make a submission/address the Committee, via email on the day of the meeting via email.

Late correspondence may be submitted for consideration by the Committee. All late correspondence must be received by **10.00am on the day of the meeting**. Late correspondence is to be emailed to [records@woollahra.nsw.gov.au](mailto:records@woollahra.nsw.gov.au).

Minutes of the Finance, Community & Services Committee (FC&S) will be posted to Council's website once finalised.

If you are experiencing any issues please call Council's Governance department on (02) 9391 7001.

The audio recording and late correspondence consider at the meeting will be uploaded to Council's website by 5.00pm on the next business day.

### Outline of Meeting Protocol & Procedure:

- The Chairperson will call the Meeting to order and ask the Committee Members and/or Staff to present apologies and/or late correspondence.
- The Chairperson will commence the Order of Business as shown in the Index to the Agenda.
- At the beginning of each item the Chairperson will invite member(s) of the public who registered to speak to address the Committee.
- Members of the public who have registered to address the Committee, will be allowed four (4) minutes in which to address the Committee. One (1) warning bell will be rung at the conclusion of three (3) minutes and two (2) warning bells rung at the conclusion of four (4) minutes. Please direct comments to the issues at hand.
- If there are persons representing both sides of a matter (e.g. applicant/objector), the person(s) against the recommendation speak first.
- At the conclusion of the allocated four (4) minutes, the speaker will take no further part in the debate unless specifically called to do so by the Chairperson.
- If there is more than one (1) person wishing to address the Committee from the same side of the debate, the Chairperson will request that where possible a spokesperson be nominated to represent the parties.
- After considering any submissions the Committee will debate the matter (if necessary), and arrive at a recommendation
- (R items which proceed to Full Council) or a resolution (D items for which the Committee has delegated authority).

### Disclaimer:

Councillors, staff and members of the public are advised that meeting are being lived streamed, accessible via a link from Council's website.

By speaking at a Committee Meeting members of the public consent to their voice, image and personal information (including name and address) being recorded and publicly available on Council's website. Accordingly, please ensure your address to Council is respectful and that you use appropriate language and refrain from making any defamatory statements or discriminatory comments.

Woollahra Council **does not** accept any liability for statements, comments or actions taken by individuals during a Committee meeting. Any part of the meeting that is held in closed session will not be recorded.

People connecting to this meeting by conferencing technology are reminded that under the *Local Government Act 1993*, the recording of meetings by a member of the public using any electronic recording device including a mobile phone or video camera is not permitted. Any person found recording without the permission of Council may be expelled from the meeting.

The audio recording of each meeting will be retained on Council's website for a minimum period of 6 months. After that period has passed, recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

For further information please visit [www.woollahra.nsw.gov.au](http://www.woollahra.nsw.gov.au)

### Recommendation **only** to the Full Council ("R" Items):

- Such matters as are specified in Section 377 of the Local Government Act and within the ambit of the Committee considerations.
- The voting of money for expenditure on works, services and operations.
- Rates, Fees and Charges.
- Donations.
- Grants Program.
- Asset Rationalisation.
- Corporate Operations:
  - Statutory Reporting;
  - Adoption of Council's Community Strategic Plan, Delivery Program and Operational Plan;
  - Delegations; and
  - Policies.
- Voluntary Planning Agreements (VPAs).
- Leases required to be determined by Full Council by specific legislative requirements.
- Matters which involve broad strategic or policy initiatives within responsibilities of Committee.
- Matters delegated to the Council by the Roads and Maritime Services.
- Residential Parking Schemes - Provision and Policies.
- Matters requiring the expenditure of moneys and in respect of which no Council vote has been made.
- Matters **not** within the specified functions of the Committee,
- Matters reserved by individual Councillors in accordance with any Council policy on "safeguards" and substantive change.

### Delegated Authority to be determined at Committee level ("D" Items):

- General financial and corporate management of the Council, except those specifically excluded by statute, by Council direction or delegated specifically to another Committee.
- Note: This is not to limit the discretions of nominated staff members exercising Delegated Authorities granted by the Council.
- Statutory reviews of Council's Delivery Program and Operational Plan.
- Finance Regulations, including:
  - Authorisation of expenditures within budgetary provisions where not delegated;
  - Quarterly review of Budget Review Statements;
  - Quarterly and other reports on Works and Services provision; and
  - Writing off of rates, fees and charges because of non-rateability, bad debts, and impracticality of collection.
- Auditing.
- Property Management.
- Asset Management.
- Works and Services - Monitoring and Implementations.
- Legal Matters and Legal Register.
- Parks and Reserves Management.
- Infrastructure Management, Design and Investigation.
- Community Services and Programs.
- Cultural Programs.
- Library Services.
- Health.
- Licensing.
- Liquor Licences.
- Regulatory.
- Fire Protection Orders.
- Residential Parking Schemes (surveillance and administration).
- Traffic Management (Traffic Committee Recommendations).
- Waste Minimisation.
- To require such investigations, reports or actions as considered necessary in respect of matters contained within the Business Agendas (and as may be limited by specific Council resolution).
- Confirmation of the Minutes of its Meetings.
- Statutory reviews of Council's Delivery Program and Operational Plan.
- Any other matter falling within the responsibility of the Finance, Community & Services Committee and not restricted by the Local Government Act or required to be a Recommendation to Full Council as listed above.
- Matters reserved by individual Councillors in accordance with any Council policy on "safeguards" and substantive change.

**Finance, Community & Services Committee Membership:**  
**Quorum:** The quorum for Committee meeting is 4 Councillors

7 Councillors

# Woollahra Municipal Council

## Notice of Meeting

27 March 2024

To: His Worship the Mayor, Councillor Richard Shields ex-officio  
Councillors Toni Zeltzer (Chair)  
Mary-Lou Jarvis (Deputy Chair)  
Peter Cavanagh  
Luise Elsing  
Nicola Grieve  
Harriet Price  
Mark Silcocks

Dear Councillors,

### Finance, Community & Services Committee – 2 April 2024

In accordance with the provisions of the Local Government Act 1993, I request your attendance at Council's **Finance, Community & Services Committee** meeting to be held in the **Council Chambers, 536 New South Head Road, Double Bay, on Tuesday 2 April 2024 at 6.30pm.**

Members of the Public may:

- Register to address the meeting (via Zoom or in Person) by completing the relevant form available on Council's website: <https://www.woollahra.nsw.gov.au/files/assets/public/v/2/forms/registration-form-to-address-council-committee-2023-2024.pdf> and email the completed form to [records@woollahra.nsw.gov.au](mailto:records@woollahra.nsw.gov.au) by **10.00am on the day of the meeting.**
- Submit late correspondence for consideration by Councillors by emailing [records@woollahra.nsw.gov.au](mailto:records@woollahra.nsw.gov.au) by **10.00am on the day of the meeting.**

Watch and listen to the meeting live via Council's website:

[https://www.woollahra.nsw.gov.au/council/meetings\\_and\\_committees/committees/finance\\_community\\_and\\_services\\_committee\\_fcs/fc\\_and\\_s\\_agendas\\_and\\_minutes](https://www.woollahra.nsw.gov.au/council/meetings_and_committees/committees/finance_community_and_services_committee_fcs/fc_and_s_agendas_and_minutes)

An audio recording of the meeting will be uploaded to Council's website following the meeting by 5.00pm on the next business day.

If you have any difficulties accessing the meeting please contact (02) 9391 7001.

Regards,

Craig Swift-McNair  
General Manager





# Finance, Community & Services Committee

## Agenda

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3	Leave of Absence and Apologies	
4	Disclosures of Interest	

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**Item No:** D1 Delegated to Committee  
**Subject:** **CONFIRMATION OF MINUTES OF MEETING HELD ON 4 MARCH 2024**  
**Author:** Sue O'Connor, Governance Officer  
**File No:** 24/44243  
**Purpose of the Report:** The Minutes of the Finance, Community & Services Committee of 4 March 2024 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.  
**Alignment to Delivery Program:** Strategy 11.3: Ensure effective and efficient governance and risk management.

**Recommendation:**

THAT the Minutes of the Finance, Community & Services Committee Meeting of 4 March 2024 be taken as read and confirmed.

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**Executive Summary:**

This report presents the Finance, Community & Services Committee Minutes of 4 March 2024 for confirmation. The minutes of the meeting are presented as **Attachment 1** for adoption.

**Discussion:**

The Finance, Community & Services Minutes are presented to the Committee as a procedural matter. Any matter arising from the Minutes can be discussed.

A copy of the Minutes are provided as **Attachment 1**.

**Options:**

Submission of minutes to the Finance, Community & Services Committee is a procedural matter for the adoption of the minutes.

**Community Engagement and / or Internal Consultation:**

No internal or external consultation has taken place in the preparation of this report.

**Policy Implications:**

There are no direct policy implications as a result of this report.

**Financial Implications:**

There are no direct financial implications as a result of this report.



**Resourcing Implications:**

There are no direct resourcing implications as a result of this report.

**Conclusion:**

The minutes are presented for confirmation by the Finance, Community & Services Committee.

**Attachments**

1. Unconfirmed Minutes - FC&S - 4 March 2024  



# Finance, Community & Services Committee

Monday 4 March 2024  
6.30pm

## Minutes

Unconfirmed

## Finance, Community & Services Committee Minutes

**Monday 4 March 2024**

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Woollahra Municipal Council  
Finance, Community & Services Committee Minutes

4 March 2024

## Finance, Community & Services Committee

### Minutes of the Meeting held on 4 March 2024 at 6.30pm.

Present: Councillors: Toni Zeltzer (Chair)  
Mary-Lou Jarvis (Joined meeting at 8.10pm during Item R5)  
Luise Elsing  
Nicola Grieve  
Harriet Price  
Mark Silcocks

Staff	Jim Allison	(Senior Property Officer)
	Emilio Andari	(Manager – Engineering Services)
	Roger Faulkner	(Team Leader – Open Space & Rec Planning) via Zoom
	Paul Fraser	(Manager - Open Space & Trees) via Zoom
	Zubin Marolia	(Manager – Property & Projects)
	Alison McNamee	(Meetings Support Officer)
	Carolyn Nurmi	(Governance Officer)
	Patricia Occelli	(Director–Community & Customer Experience) via Zoom
	Tom O’Hanlon	(Director – Infrastructure & Sustainability)
	Michelle Rose	(Environmental Education Officer) via Zoom
	Paul Ryan	(Chief Financial Officer)
	Craig Swift-McNair	(General Manager)
	Helen Tola	(Manager – Governance & Risk)

Also in Attendance: Nil

## 1. Opening

The Chair declared the Finance, Community & Services Committee of 4 March 2024 open and welcomed Councillors, staff and members of the public who are watching and listening to this evenings meeting.

## 2. Acknowledgement of Country (Gadigal People and Birrabirragal People)

The Chair read the following Acknowledgement of Country:

*I would like to acknowledge that we are here today on the land of the Gadigal and Birrabirragal people, the traditional custodians of the land. On behalf of Woollahra Council, I acknowledge Aboriginal or Torres Strait Islander people attending today and I pay my respects to Elders past, present and emerging.*

## 3. Acknowledgement of the Sovereign of the Day (King Charles III)

The Chair read the following Acknowledgement of the Sovereign of the Day, (King Charles III):

*I also acknowledge King of Australia King Charles III.*

## 4. Apologies and Applications for a Leave of Absence or Attendance by Audio-Visual Link by Councillors

Apologies were received and accepted from Councillor Cavanagh and The Mayor, Councillor Shields and leave of absence granted.

## 5. Late Correspondence

Late correspondence was submitted to the Committee in relation to Items D2 (Y4) and R3.

## 6. Disclosures of Interest

Councillor Grieve declared a Non-Significant, Non-Pecuniary Interest in Item R1 (Rose Bay Community Garden Licence Renewal) as Councillor Grieve has membership of the Rose Bay Community Garden. Councillor Grieve remained in the meeting, participated in debate and voted on the matter.

Councillor Price declared a Non-Significant, Non-Pecuniary Interest in Item R6 (Woollahra Oval 2 & 3 Usage Agreement with Cranbrook School) as Councillor Price's son currently attends Cranbrook School. Councillor Price remained in the meeting, participated in debate and voted on the matter.

Councillor Zeltzer declared a Non-Significant, Non-Pecuniary Interest in Item R6 (Woollahra Oval 2 & 3 Usage Agreement with Cranbrook School) as Councillor Zeltzer was formerly the Vice President of the Parents' Association at Cranbrook School and both her children attended the school in the past. Councillor Zeltzer remained in the meeting, participated in debate and voted on the matter.

Woollahra Municipal Council  
Finance, Community & Services Committee Minutes

4 March 2024

**Items to be Decided by this Committee using its Delegated Authority**

**Item No:** D1 Delegated to Committee  
**Subject:** **CONFIRMATION OF MINUTES OF MEETING HELD ON 5 FEBRUARY 2024**  
**Author:** Sue O'Connor, Governance Officer  
**File No:** 24/24939  
**Purpose of the Report:** The Minutes of the Finance, Community & Services Committee of 5 February 2024 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.  
**Alignment to Delivery Program:** Strategy 11.3: Ensure effective and efficient governance and risk management.

**(Silcocks/Grieve)**

**Resolved:**

THAT the Minutes of the Finance, Community & Services Committee Meeting of 5 February 2024 be taken as read and confirmed.

*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**For the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price  
Councillor Silcocks  
Councillor Zeltzer

**Against the Motion**

Nil

5/0

**Item No:** D2 Delegated to Committee  
**Subject:** **WOOLLAHRA LOCAL TRAFFIC COMMITTEE MINUTES - 6 FEBRUARY 2024**  
**Author:** Emilio Andari, Manager Engineering Services  
**Approver:** Tom O'Hanlon, Director Infrastructure & Sustainability  
**File No:** 24/33952  
**Purpose of the Report:** For the Committee to consider the recommendations of the Woollahra Local Traffic Committee.  
**Alignment to Delivery Program:** Strategy 11.3: Ensure effective and efficient governance and risk management.

**(Grieve/Elsing)**

**Resolved:**

THAT the Recommendations Y1-Y4 contained in the minutes of the Woollahra Local Traffic Committee held on Tuesday 6 February 2024 be adopted.



Woollahra Municipal Council  
Finance, Community & Services Committee Minutes

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*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**For the Motion**

**Against the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price  
Councillor Silcocks  
Councillor Zeltzer

Nil

5/0

**Item No:** Y1  
**Subject:** 10 MILITARY ROAD, WATSONS BAY - PARKLET INSTALLATION  
**Authors:** Ever Fang, Traffic & Transport Engineer  
Jim Allison, Senior Property Officer  
Emilio Andari, Manager Engineering Services  
**Approver:**  
**File No:** 24/11389  
**Purpose of the Report:** To seek approval for the installation of a parklet.  
**Alignment to Delivery Program:** Strategy 6.2: Management of public parking on-street and off-street.

**(Grieve/Elsing)**

**Resolved:**

THAT approval be granted to replace one (1) unlimited parking space, six (6) metres in length, located in front of property No.10 Military Road, Watsons Bay, as shown in Attachment 1, with 'No Stopping' restrictions for the installation of a parklet to support and encourage community connection by introducing additional outdoor seating and planting, subject to the following conditions:

- A. Any directive provided by the NSW Police Force is to be complied with.
- B. All conditions contained within the Parklet Approval issued by Woollahra Council (Attachment 2).
- C. The parklet is to operate in conjunction to the approved footway dining permit and operate for a period of up to 7 years commencing from the date in which the applicant is notified of the determination of their application.
- D. The applicant must supply and erect protection barriers for the parklet to ensure public safety. The applicant must remove any implemented barriers, at the completion of the period.
- E. The applicant must inform Council officers when the parklet is no longer required and will be removed.
- F. Council shall be indemnified against all claims for damage or injury that may result from either the activities or from the occupation of part of the public road reserve during the activities. A copy of Public Liability Insurance Cover to the value of \$20,000,000 shall be provided to Council prior to the installation of the parklet and Council must be listed as an interested party on the insurance policy.

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- G. Council shall be reimbursed for the cost of repair of any damage caused to Council property as a result of the activities.
- H. Noise created by the use of equipment or activity must be controlled as required by the 'Protection of the Environment Operations (Noise Control) Regulation 2000'.
- I. The applicant must make arrangements to remove all waste/rubbish from the parklet on a daily basis.
- J. Failure to comply with any of these conditions may result in the cancellation of the use of a parklet at Council's discretion.
- K. Woollahra Council reserves the right to cancel this approval at any time.

*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter*

**For the Motion**

**Against the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price  
Councillor Silcocks  
Councillor Zeltzer

Nil

5/0

**Item No:** Y2  
**Subject:** DRUMALBYN ROAD, BELLEVUE HILL – TIMED NO PARKING RESTRICTIONS  
**Author:** Frank Rotta, Traffic & Transport Engineer  
**Approvers:** Ever Fang, Traffic & Transport Engineer  
Emilio Andari, Manager Engineering Services  
**File No:** 24/13420  
**Purpose of the Report:** To respond to a request from local residents.  
**Alignment to Delivery Program:** Strategy 6.2: Management of public parking on-street and off-street.

(Elsing/Grieve)

**Resolved:**

THAT a section of 'No Parking 8am-6pm' restrictions, 26 metres in length (3 car parking spaces), as shown in Attachment 1, along the western side of Drumalbyn Road, Bellevue Hill, and adjacent to property Nos.87 & 89 Drumalbyn Road, be installed in order to improve access and traffic safety by removing the pinch point at this location.

*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**For the Motion**

**Against the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price

Councillor Silcocks  
Councillor Zeltzer

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4 March 2024

**Item No:** Y3  
**Subject:** **LITTLE QUEENS LANE, VAUCLUSE – REDUCTION OF NO STOPPING RESTRICTIONS**  
**Author:** Frank Rotta, Traffic & Transport Engineer  
**Approvers:** Ever Fang, Traffic & Transport Engineer  
Emilio Andari, Manager Engineering Services  
**File No:** 24/13492  
**Purpose of the Report:** To respond to a request from a local resident.  
**Alignment to Delivery Program:** Strategy 6.2: Management of public parking on-street and off-street.

**(Elsing/Price)**

**Resolved:**

THAT the existing 'No Stopping' restrictions on the south-western side of Little Queens Lane, Vaucluse, immediately north-west of Queens Avenue, be reduced by eleven (11) metres to increase parking opportunities at this location, as shown in Attachment 1.

**Note:** In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

**For the Motion**

**Against the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price  
Councillor Silcocks  
Councillor Zeltzer

Nil

5/0

**Item No:** Y4  
**Subject:** **23 ELIZABETH STREET, PADDINGTON - CONSTRUCTION TRAFFIC MANAGEMENT PLAN**  
**Author:** Ever Fang, Traffic & Transport Engineer  
**Approver:** Emilio Andari, Manager Engineering Services  
**File No:** 24/16916  
**Purpose of the Report:** To seek approval for a Construction Traffic Management Plan.  
**Alignment to Delivery Program:** Strategy 6.3: Ongoing responsiveness to traffic congestion, noise and speeding.

**Note:** Late correspondence was tabled by John Durack.

**Note:** John Durack, objector and Arturo Camacho and Peter Moore, addressed the Committee on behalf of the applicant via Zoom addressed the Committee.

**Note:** The Committee amended Part A of the Resolution.

**(Price/Elsing)**

**Resolved:**

THAT:

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- A. The Construction Management Plan (CMP) for the redevelopment of property No.23 Elizabeth Street, Paddington, prepared by *Varga Traffic Planning Ref 23164 (Rev 3)*, as shown in Attachment 1, be approved, noting in particular that all vehicle movements associated with the work only be undertaken on weekdays.
- B. The applicant be advised that this approval relates only to the condition of consent – D.11 for DA2022/350/1 and does not constitute an approval for any Stand Plant, Works Zone or any other Permits which require separate applications and subsequent approvals, at the appropriate stages (if required) of this construction project.
- C. The applicant must comply with any directive provided by the NSW Police Force.
- D. The applicant must minimise the size of construction vehicles and must not use vehicles larger than B99 vehicles accessing the site via Elizabeth Place and Elizabeth Street. Construction vehicles must access and exit the site in a forward direction, where possible, and minimise disruption to vehicular and pedestrian traffic along the route. Any reversing movements must be restricted to shortest distance and under full traffic control supervision.
- E. The applicant must liaise fortnightly with the developers/builders undertaking works for other developments occurring in close proximity (500m or in the same street) to the subject site, in order to minimise the cumulative traffic and parking impacts in the area (e.g. major concrete pours should not occur on more than 1 site on any particular day).
- F. Construction traffic associated with the development must minimise the use of public roads and public parking facilities (e.g. on-street parking) where feasible.
- G. When demolition, excavation and construction works are to be undertaken on school days, all vehicular movements associated with this work only be undertaken between the hours of 9.30am and 2.30pm, in order to minimise disruption to the traffic network during school pick up and drop off times.
- H. Construction works or construction related traffic must not impede access of Council's waste operation.
- I. Construction works are to be only undertaken within hours of work stipulated in E.5 of Consent Conditions to mitigate impact of the work upon amenity of the neighbourhood.
- J. The applicant must ensure that access for residents, businesses and emergency vehicles are maintained at all times.
- K. The applicant must ensure that no marshalling or queuing of construction vehicles occur on public roads. Arriving vehicles that are not able to enter the site must not use any local road, including Oxford Street, as a holding point until access becomes available.
- L. All works must be undertaken in accordance with the approved landscape plan, arborist report, tree management plan and transplant method statement as applicable.
- M. The applicant must liaise with all affected neighbours in Elizabeth Place, Elizabeth Street, Oxford Street and Underwood Street, Paddington that require access via Elizabeth Place, prior to the commencement of construction works. Notification must be sent to these affected properties at least seven (7) days prior to each stage of earth works and commencement for each of the following construction activities:
  - i. Partial Demolition & Site Establishment;
  - ii. Excavation of Basement & Piling;
  - iii. Erection of Basement Structure; and
  - iv. Concrete Pours.

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- N. A community Liaison Officer and/or Site Manager must include their contact details (email and a mobile phone number) in clear and concise signage on-site, with this signage to be visible to the public at all times, in order to enable members of the community to contact an appropriate person, as required. The Community Liaison Officer and/or Site Manager must liaise with Council's Traffic and Transport Engineers on a recurring basis to ensure all construction traffic associated with the development site are undertaken in an appropriate manner. These matters should be addressed by the Community Liaison Officer and/or Site Manager in the following format:
- Maintain and keep on-site a register of complaints received from the local community;
  - Fully investigate all complaints received;
  - Notify the complainant of the results and actions arising from the investigation; and
  - Ensure that the complaints register is available on request to Council Staff.

*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**For the Motion**

**Against the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price  
Councillor Silcocks  
Councillor Zeltzer

Nil

5/0

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**Item No:** D3 Delegated to Committee  
**Subject:** **CONFIRMATION OF MINUTES OF THE WOOLLAHRA SMALL SCULPTURE PRIZE COMMITTEE MEETING HELD ON 13 FEBRUARY 2024**  
**Author:** Pippa Mott, Director Woollahra Gallery at Redleaf  
**File No:** 24/31812  
**Purpose of the Report:** The Minutes of the Woollahra Small Sculpture Prize Committee of 13 February 2024 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.  
**Alignment to Delivery Program:** Strategy 3.1: Promote opportunities for innovative, creative and cultural initiatives that support the community.

**(Grieve/Silcocks)**

**Resolved:**

THAT the Minutes of the Woollahra Small Sculpture Prize Committee Meeting of 13 February 2024 be taken as read and confirmed.

*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**Against the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price  
Councillor Silcocks  
Councillor Zeltzer

Nil

5/0

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**Items to be Submitted to the Council for Decision with  
Recommendations from this Committee**

**Item No:** R1 Recommendation to Council  
**Subject:** **ROSE BAY COMMUNITY GARDEN LICENCE RENEWAL**  
**Authors:** Michelle Rose, Environmental Education Officer  
Micaela Hopkins, Team Leader Environment & Sustainability  
**Approver:** Tom O'Hanlon, Director Infrastructure & Sustainability  
**File No:** 24/26804  
**Purpose of the Report:** To support the continuation of the Rose Bay Community Garden and propose an additional Deed of Licence (User Agreement) for three years with an option for Council to extend for two years.  
**Alignment to Delivery Program:** Strategy 5.1: Enhance council provided community facilities to foster connections between people and place and enhance quality of life.

**Note:** Councillor Silcocks left the meeting, the time being 7.24pm.

**Note:** Councillor Silcocks returned to the meeting, the time being 7.26pm.

**Note:** Councillor Grieve declared a Non-Significant, Non-Pecuniary Interest in this Item as Councillor Grieve has membership of the Rose Bay Community Garden. Councillor Grieve remained in the meeting, participated in debate and voted on the matter.

**Note:** The Committee amended Part A of the Recommendation.

**(Silcocks/Elsing)**

**Recommendation:**

THAT Council:

- A. Enter into a Deed of Licence (User Agreement) between Woollahra Municipal Council and the Rose Bay Community Garden Inc. to be prepared for three years with an option for Council to extend the agreement for a further two year period, subject to the public liability insurance being increased to \$20,000,000 as part of the new agreement.
- B. Congratulate and thank the Rose Bay Community Garden Inc. volunteers for creating, maintaining and enhancing a valuable and vibrant space for the Woollahra community.
- C. Authorise the General Manager to execute a new Deed of Licence in similar terms to the existing Deed of Licence.

**Note:** *In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**Against the Motion**

Councillor Elsing	Nil
Councillor Grieve	
Councillor Price	
Councillor Silcocks	
Councillor Zeltzer	

**5/0**

Woollahra Municipal Council  
Finance, Community & Services Committee Minutes

4 March 2024

**Item No:** R2 Recommendation to Council  
**Subject:** **DRAFT RESTRICTED FUNDS POLICY**  
**Authors:** Henrietta McGilvray, Senior Corporate Accountant  
Paul Ryan, Chief Financial Officer  
**Approver:** Sue Meekin, Director Corporate Performance  
**File No:** 24/33416  
**Purpose of the Report:** To provide the Finance, Community & Services Committee with an opportunity to review Council's Draft Restricted Funds Policy.  
**Alignment to Delivery Program:** Strategy 11.3: Ensure effective and efficient governance and risk management.

(Elsing/Silcocks)

**Recommendation:**

THAT Council endorse the draft Restricted Funds Policy for the purpose of placing the Policy on public exhibition for a period of 28 days.

*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**For the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price  
Councillor Silcocks  
Councillor Zeltzer

**Against the Motion**

Nil

5/0

**Item No:** R3 Recommendation to Council  
**Subject:** **MONTHLY FINANCIAL REPORT - 31 JANUARY 2024  
INVESTMENT HELD AS AT 29 FEBRUARY 2024**  
**Author:** Abdullah Rayhan, Team Leader Financial Services  
**Approvers:** Paul Ryan, Chief Financial Officer  
Sue Meekin, Director Corporate Performance  
**File No:** 24/29883  
**Purpose of the Report:** To present the monthly financial report for January 2024 and to present a list of investments held as of 29 February 2024.  
**Alignment to Delivery Program:** Strategy 11.2: Secure Council's financial position.

**Note:** Late correspondence was tabled by Paul Ryan, Council's Chief Financial Officer.

(Elsing/Grieve)

**Recommendation:**

THAT Council:

- A. Receive and note the Monthly Financial Report – January 2024.
- B. Note that the Council's 12-month weighted average return for January 2024 on its direct investment portfolio of 5.12% (LM: 4.98%, LY: 3.52%) exceeds the benchmark 90-day AusBond Bank Bill Index of 4.41%.

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- C. Note that the interest revenue for the year to date January 2024 is \$3.02M, exceeding our revised year to date budget of \$1.67M for the same period.
- D. Receive and note the list of Council's investments held as of 29 February 2024 (provided as late correspondence).

*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**For the Motion**

**Against the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price  
Councillor Silcocks  
Councillor Zeltzer

Nil

5/0

**Item No:** R4 Recommendation to Council  
**Subject:** **REQUEST FOR FEE WAIVER FOR THE PADDINGTON SOCIETY TO HOLD MONTHLY MEETINGS AT EJ WARD PADDINGTON COMMUNITY CENTRE**  
**Author:** Susan Murray, Venue Coordinator  
**Approvers:** Vicki Munro, Manager Community & Culture  
Patricia Occelli, Director Community & Customer Experience  
**File No:** 24/28032  
**Purpose of the Report:** To request Council to waive the venue hire fees for the hire of EJ Ward Paddington Community Centre for The Paddington Society for monthly meetings during the period March to November 2024.  
**Alignment to Delivery Program:** Strategy 1.1: Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

**(Price/Grieve)**

**Recommendation:**

THAT Council approve the waiver of venue hire fees at EJ Ward Paddington Community Centre for The Paddington Society from March to November 2024 at a value of \$732.00.

*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**For the Motion**

**Against the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price  
Councillor Silcocks  
Councillor Zeltzer

Nil

5/0



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**Item No:** R5 Recommendation to Council  
**Subject:** **REVIEW OF COUNCIL POLICY FOR MANAGING LEASING & LICENSING OF COUNCIL CONTROLLED LAND**  
**Authors:** Zubin Marolia, Manager Property & Projects  
Tom O'Hanlon, Director Infrastructure & Sustainability  
**Approver:** Tom O'Hanlon, Director Infrastructure & Sustainability  
**File No:** 24/30490  
**Purpose of the Report:** To seek Council endorsement to publicly exhibit a revised policy  
**Alignment to Delivery Program:** Strategy 11.3: Ensure effective and efficient governance and risk management.

**Note:** Councillor Jarvis joined the meeting, the time being 8.10pm.

**Note:** The Committee amended Part A of the Recommendation by adding new Parts i. ii. and iii.

**(Price/Elsing)**

**Recommendation:**

THAT Council:

- A. Approve the exhibition of the revised *Leasing and Licensing of Council Controlled Land Policy* for a period of 28 days, subject to the policy being revised to include a mechanism for Council to:
- Review and define the use under a Lease or License over Community and Crown Land, as per 5.i of the draft revised Policy prior to tenders being called;
  - Review and define the use under a Lease or License over Community, Crown or Operational Land, as per 5.iii of the draft revised Policy, prior to Expressions of Interest being called; and
  - Review any proposal to enter into a new Lease or License with an incumbent without reference to an Expression of Interest process, as per 5.iii of the draft revised Policy, prior to negotiations with the incumbent commencing.
- B. Note that a further report will be tabled following the conclusion of the exhibition period.

**Note:** *In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**For the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Jarvis  
Councillor Price  
Councillor Silcocks  
Councillor Zeltzer

**Against the Motion**

Nil

6/0

Woollahra Municipal Council  
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4 March 2024

**Item No:** R6 Recommendation to Council  
**Subject:** **WOOLLAHRA OVAL 2 & 3 USAGE AGREEMENT WITH CRANBROOK SCHOOL**  
**Authors:** Roger Faulkner, Team Leader - Open Space & Recreation Planning  
Paul Fraser, Manager Open Space & Trees  
**Approver:** Tom O'Hanlon, Director Infrastructure & Sustainability  
**File No:** 24/32680  
**Purpose of the Report:** To address Part B of the Council Resolution dated 8 May 2023, which addresses the future maintenance of Woollahra Oval 2 & 3 following the expiry of the Cranbrook Agreement.  
**Alignment to Delivery Program:** Strategy 1.1: Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

**Note:** Councillor Price declared a Non-Significant, Non-Pecuniary Interest in this Item, as Councillor Price's son currently attends Cranbrook School. Councillor Price remained in the meeting, participated in debate and voted on the matter.

**Note:** Councillor Zeltzer declared a Non-Significant, Non-Pecuniary Interest in this Item, as Councillor Zeltzer was formerly the Vice President of the Parents' Association at Cranbrook School and both her children attended the school in the past. Councillor Zeltzer remained in the meeting, participated in debate and voted on the matter.

**Note:** Councillor Elsing left the meeting, the time being 8 24pm.

**Note:** Councillor Elsing returned to the meeting, the time being 8.26pm.

**Note:** In accordance with Council's meeting procedures and policy this matter is referred to full Council due to voting on the Motion was 3 votes for the Motion and 3 votes against the Motion and is referred to Council for consideration on 11 March 2024.

**Motion moved by Councillor Jarvis  
Seconded by Councillor Silcocks**

THAT Council:

- A. Notes the formal agreement between Council and Cranbrook School for the use and maintenance of Woollahra Ovals 2 & 3 expires on Sunday 31 March 2024.
- B. Advises Cranbrook School of the requirement to remove the turf cricket wicket and replace it with a new synthetic turf cricket wicket, as required under Clause 7 of the Project Agreement at least eight weeks before the commencement of the 2024/25 summer cricket season.

**The Motion was put and voting on the Motion was 3 votes for the Motion and 3 votes against the Motion and is referred to Council for consideration on 11 March 2024.**

*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**For the Motion**

Councillor Jarvis  
Councillor Silcocks  
Councillor Zeltzer

**Against the Motion**

Councillor Elsing  
Councillor Grieve  
Councillor Price

**3/3**

Woollahra Municipal Council  
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4 March 2024

**Motion to Council:**

THAT Council:

- A. Notes the formal agreement between Council and Cranbrook School for the use and maintenance of Woollahra Ovals 2 & 3 expires on Sunday 31 March 2024.
- B. Advises Cranbrook School of the requirement to remove the turf cricket wicket and replace it with a new synthetic turf cricket wicket, as required under Clause 7 of the Project Agreement at least eight weeks before the commencement of the 2024/25 summer cricket season.

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**Item No:** R7 Recommendation to Council  
**Subject:** **CONSIDERATION OF TENDER RESPONSES FOR THE LEASE & OPERATION OF DUNBAR HOUSE - TENDER NO. SC7377**  
**Author:** Jim Allison, Senior Property Officer  
**Approvers:** Zubin Marolia, Manager Property & Projects  
Tom O'Hanlon, Director Infrastructure & Sustainability  
**File No:** 24/19475  
**Purpose of the Report:** To consider the tender for the lease and operation of Dunbar House  
**Alignment to Delivery Program:** Strategy 11.2: Secure Council's financial position.

**Note:** Councillor Grieve left the meeting, the time being 8.41pm.

**Note:** Councillor Grieve returned to the meeting, the time being 8.41pm.

**Note:** In accordance with Council's meeting procedures and policy this matter is referred to full Council due to voting on the Motion was 3 votes for the Amendment and 3 votes against the Amendment and are referred to Council for consideration on 11 March 2024.

**Motion moved by Councillor Silcocks**  
**Seconded by Councillor Zeltzer**

THAT Council:

- A. Pursuant to section 178(1)(b) of the Local Government Regulations 2005, declines the tender submitted by Athol Hall Pty Ltd on the basis that Athol Hall proposes that the lease be entered into by a different entity rather than by Athol Hall itself;
- B. Enters into negotiations with the three equal shareholders in Athol Hall Pty Ltd, namely Christopher Drivas, Jacqueline Worral and Philip Beauchamp with a view to agreeing lease terms with a newly formed entity in the form envisaged by the Request for Tenders;
- C. To satisfy section 178(4) of the Local Government Regulation 2021, declares that its reason for declining to invite fresh tenders and to negotiate with the persons identified at recommendation (B) is that, while no tender was received that was both capable of acceptance without negotiation and provided best commercial return for the Council, a submission was received that with negotiation is likely to be an offer capable of acceptance by Council;
- D. Provided that negotiations with the persons identified at recommendation (B) produce an agreement that is the equal of, or better than the lease offer contained in Athol Hall Pty Ltd's

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tender, authorises the General Manager to execute all legal documents required to enter into the lease.

**Amendment moved by Councillor Price  
Seconded by Councillor Grieve**

THAT Council defer the decision on this tender until such time that more information is provided to Councillors on the requirements for a change of use at this site.

**The Amendment was put.**

**The vote was 3 votes for the Amendment and 3 votes against the Amendment.**

*Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

**For the Amendment**

Councillor Grieve  
Councillor Jarvis  
Councillor Price

**Against the Amendment**

Councillor Elsing  
Councillor Silcocks  
Councillor Zeltzer

**3/3**

**As the voting on the Amendment was 3 votes for the Amendment and 3 votes against the Amendment, both the Motion and Amendment are referred to Council for consideration.**

**Motion to Council**

THAT Council:

- A. Pursuant to section 178(1)(b) of the Local Government Regulations 2005, declines the tender submitted by Athol Hall Pty Ltd on the basis that Athol Hall proposes that the lease be entered into by a different entity rather than by Athol Hall itself;
- B. Enters into negotiations with the three equal shareholders in Athol Hall Pty Ltd, namely Christopher Drivas, Jacqueline Worrall and Philip Beauchamp with a view to agreeing lease terms with a newly formed entity in the form envisaged by the Request for Tenders;
- C. To satisfy section 178(4) of the Local Government Regulation 2021, declares that its reason for declining to invite fresh tenders and to negotiate with the persons identified at recommendation (B) is that, while no tender was received that was both capable of acceptance without negotiation and provided best commercial return for the Council, a submission was received that with negotiation is likely to be an offer capable of acceptance by Council;
- D. Provided that negotiations with the persons identified at recommendation (B) produce an agreement that is the equal of, or better than the lease offer contained in Athol Hall Pty Ltd's tender, authorises the General Manager to execute all legal documents required to enter into the lease.

**Amendment to Council**

THAT Council defer the decision on this tender until such time that more information is provided to Councillors on the requirements for a change of use at this site.

There being no further business the meeting concluded at 9.08pm.

Woollahra Municipal Council  
Finance, Community & Services Committee Minutes

4 March 2024

**We certify that the pages numbered 94 to 110 inclusive are the Minutes of the Finance, Community & Services Committee Meeting held on 4 March 2024 and confirmed by the Finance, Community & Services Committee on 2 April 2024 as correct.**

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Secretary of Committee

Unconfirmed



**Item No:** D2 Delegated to Committee  
**Subject:** **WOOLLAHRA LOCAL TRAFFIC COMMITTEE MINUTES - 5 MARCH 2024**  
**Author:** Emilio Andari, Manager Engineering Services  
**Approver:** Tom O'Hanlon, Director Infrastructure & Sustainability  
**File No:** 24/51089  
**Purpose of the Report:** For the Committee to consider the recommendations of the Woollahra Local Traffic Committee  
**Alignment to Delivery Program:** Strategy 11.3: Ensure effective and efficient governance and risk management.

**Recommendation:**

THAT the Recommendations Y1-Y3 contained in the minutes of the Woollahra Local Traffic Committee held on Tuesday 5 March 2024 be adopted.

**Executive Summary:**

This report presents the Woollahra Local Traffic Committee Minutes held on 5 March 2024 for consideration by the Finance Community & Services Committee of 2 April 2024. The minutes are presented as **Attachment 1**.

**Options:**

There is no options on this report.

**Community Engagement and / or Internal Consultation:**

There is no community engagement and/or internal review on this report.

**Policy Implications:**

There is no policy implications on this report.

**Financial Implications:**

There is no financial implications on this report.

**Resourcing Implications:**

There is no resourcing implications on this report.

**Conclusion:**

The minutes are presented for consideration by the Finance, Community & Services Committee.

**Attachments**

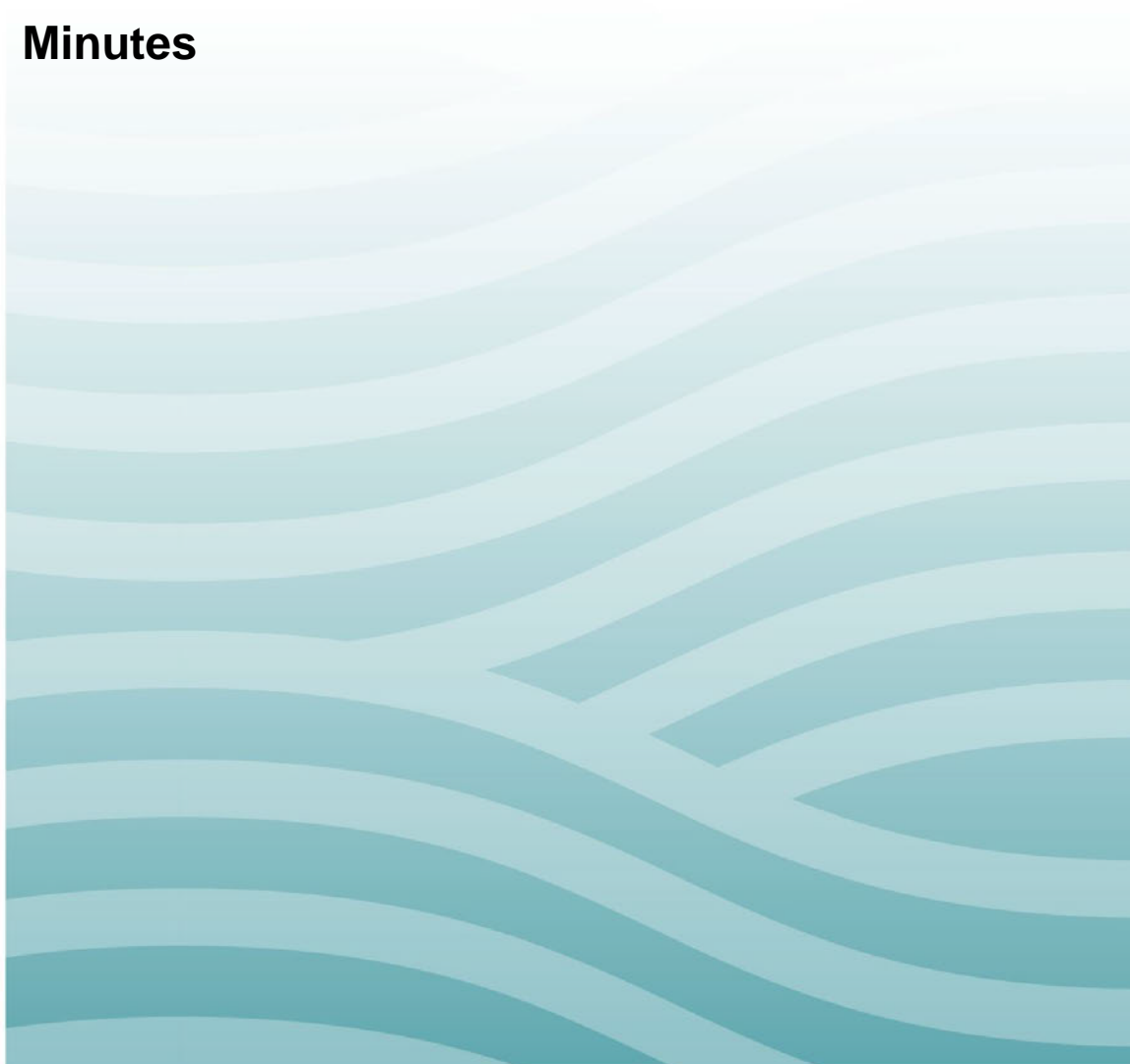
1. Woollahra Local Traffic Committee Minutes - 5 March 2024 [↓](#) 



# Woollahra Local Traffic Committee

Tuesday 5 March 2024  
10.00am

## Minutes





Woollahra Local Traffic Committee  
Minutes

Tuesday 5 March 2024

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5.	Matters arising from Minutes of Previous Meeting	
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Items to be Recommended to the Finance, Community and Services Committee by the  
Woollahra Local Traffic Committee for Consideration

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Woollahra Municipal Council  
Woollahra Local Traffic Committee Minutes

5 March 2024

## Woollahra Local Traffic Committee Minutes

The meeting of the Woollahra Local Traffic Committee was held in the Tarralbe Room (Committee Room), 536 New South Head Road, Double Bay, on 5 March 2024 at 10.00am.

### Attendance

#### Committee Members:

Present:	Emilio Andari Daniel Davidson Dylan Gojak	(Woollahra Municipal Council) (Chair) (Transport for NSW) (Kellie Sloane MP Representative)
Staff:	Ever Fang Jonas Manalang	(Woollahra Municipal Council) (Woollahra Municipal Council)

### 1. Opening

The Traffic and Transport Team Leader declared the Woollahra Local Traffic Committee of 5 March 2024 open and welcomed Committee Members.

### 2. Acknowledgement of Country (Gadigal People and Birrabirragal People)

The Manager Engineering Services read the following Acknowledgement of Country:

*I would like to acknowledge that we are here today on the land of the Gadigal and Birrabirragal people, the traditional custodians of the land. On behalf of Woollahra Council, I acknowledge Aboriginal or Torres Strait Islander people attending today and I pay my respects to Elders past, present and emerging.*

### 3. Leave of Absence and Apologies

**Apologies:** Alex Greenwich MP (Member for Sydney)  
Sgt Anthony Leeson (Eastern Suburbs Police)

### 4. Confirmation of Minutes of Previous Meeting

The minutes of Meeting No. 1/24 held in Tarralbe Room (Committee Room), 536 New South Head Road, Double Bay, and via teleconference on Tuesday, 6 February 2024 confirmed by Dylan Gojak and Daniel Davidson.

### 5. Matters arising from Minutes of Previous Meeting

Nil.

### 6. Woollahra Local Traffic Committee recommendations not adopted or amended by Woollahra Council Finance, Community & Services Committee

Nil.

Woollahra Municipal Council  
Woollahra Local Traffic Committee Minutes

5 March 2024

**7. Extraordinary Meetings**

Nil.

**8. Late Correspondence**

One late submission was received in regards to Item Y1. A copy of the document has been distributed to the committee members via email and was also presented at the meeting.

Woollahra Municipal Council  
Woollahra Local Traffic Committee Minutes

5 March 2024

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**Items to be Recommended to the Finance, Community and Services Committee by  
the Woollahra Local Traffic Committee for Consideration**

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**Item No:** Y1  
**Subject:** **VICTORIA ROAD, BELLEVUE HILL - TRAFFIC CALMING MEASURES  
AND CYCLEWAY TREATMENTS DESIGN PLAN**  
**Author:** Ever Fang, Traffic & Transport Engineer  
**Approver:** Emilio Andari, Manager Engineering Services  
**File No:** 24/30711  
**Purpose of the Report:** To improve traffic conditions, pedestrian and cyclist safety and local amenity  
**Alignment to Delivery Program:** Strategy 6.1: Facilitate an improved network of accessible and safe active transport options.

**Recommendation:**

THAT the design plan for the proposed traffic calming measures and cycleway treatments in Victoria Road, between Rivers Street and Bundarra Road, Bellevue Hill (as per attached Attachment 1 – Design Plan) be approved, subject to the triangular chevron painted island at the intersection of Rivers Street be removed.

**Note:** Recommendation amended at meeting.

**Committee Vote:** Unanimous Support

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**Item No:** Y2  
**Subject:** **ADELAIDE LANE, WOOLLAHRA - NO STOPPING RESTRICTIONS**  
**Author:** Ever Fang, Traffic & Transport Engineer  
**Approver:** Emilio Andari, Manager Engineering Services  
**File No:** 24/34725  
**Purpose of the Report:** To respond to request from local residents  
**Alignment to Delivery Program:** Strategy 6.2: Management of public parking on-street and off-street.

**Recommendation:**

THAT 'No Stopping' restrictions be installed on eastern side of Adelaide Lane, at its intersection with Carroll Lane, Woollahra, for a section of 6 metres, as shown in Attachment 1, in order to deter illegal parking, increase sightlines and improve access and traffic safety at this location.

**Committee Vote:** Unanimous Support

Woollahra Municipal Council  
Woollahra Local Traffic Committee Minutes

5 March 2024

**Item No:** Y3  
**Subject:** **ETHAM AVENUE, DARLING POINT - NO STOPPING, AUSTRALIA POST VEHICLES EXCEPTED RESTRICTIONS**  
**Author:** Frank Rotta, Traffic & Transport Engineer  
**Approvers:** Ever Fang, Traffic & Transport Engineer  
Emilio Andari, Manager Engineering Services  
**File No:** 24/35150  
**Purpose of the Report:** To respond to a request from Australia Post  
**Alignment to** Strate 6.2: Management of public parking on-street and off-street.  
**Delivery Program:** gy

**Recommendation:**

THAT the 'No Stopping, Australia Post Vehicles Excepted' restrictions be deferred for further investigation to consider an alternate location.

**Note:** Recommendation amended at meeting.

**Note:** Daniel Davidson, representing TfNSW, objected to the recommendation due to safety and sightline concerns.

**Committee Vote:** Unanimous Support

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**Items for Discussion by Committee Members**

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**Item No:** Z1  
**Subject:** **TRANSPORT FOR NSW FUNDED PROJECTS STATUS**  
**Author:** Ever Fang, Traffic & Transport Engineer  
**Approver:** Emilio Andari, Manager Engineering Services  
**File No:** 24/34817  
**Purpose of the Report:** Monthly Update on Transport for NSW Funded Projects  
**Alignment to** Strate 6.1: Facilitate an improved network of accessible and safe active  
**Delivery Program:** gy transport options.

**Recommendation:**

THAT the information be received and noted.

**Committee Vote:** Unanimous Support

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**11. General Business**

Nil

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There being no further business the meeting concluded at 10:49 am.

**We certify that the pages numbered 1 to 5 inclusive are the Minutes of the Woollahra Local Traffic Committee Meeting held on 5 March 2024.**

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**Chairperson**

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**Secretary of Committee**

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<b>Item No:</b>	R1 Recommendation to Council
<b>Subject:</b>	<b>UPDATE ON THE WOOLLAHRA DOMESTIC AND FAMILY VIOLENCE ACCOMMODATION AND SUPPORT PROGRAM</b>
<b>Author:</b>	Vicki Munro, Manager Community & Culture
<b>Approver:</b>	Patricia Occelli, Director Community & Customer Experience
<b>File No:</b>	24/45501
<b>Purpose of the Report:</b>	To provide an update on the Woollahra Domestic and Family Violence Accommodation and Support Program provided by Women's Housing Company.
<b>Alignment to Delivery Program:</b>	Strategy 2.2: Understand needs of our community so that we can facilitate access to support and services.

### **Recommendation:**

THAT Council:

- A. Receive and note the Update on the Woollahra Domestic and Family Violence Accommodation and Support Program – 2023/24 report.
- B. Request the Mayor write to NSW Government Minister of Communities and Justice to advocate on behalf of women escaping domestic and family violence that the rental subsidy applied under the Rent Choice Start Safely Program be increased to better reflect current rental prices, especially for the Eastern Suburbs.

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### **Executive Summary:**

This report aims to provide an update on the progress of the Woollahra Domestic and Family Violence Accommodation and Support Program, provided by Women's Housing Company, for the period 1 July 2023 until 31 December 2023.

The report also outlines the difficulties for women leaving the Woollahra Domestic and Family Violence Accommodation and Support Program to find alternate accommodation. The report recommends that Council advocate to the Minister for Communities and Justice in the NSW State Government to increase the rental subsidy provided in their Rent Choice Start Safely Program to a more realistic level, given the prices of current rental properties, especially in the Eastern Suburbs.

Christina Hough, Head Community Housing Operations at Women's Housing Company will attend the meeting and would like to make a brief presentation to the Committee.

### **Discussion:**

Council considered a report in 2022 to extend the Woollahra Domestic and Family Violence Accommodation and Support Program, provided by Women's Housing Company, for a further 3-year period, from 1 July 2022 to 30 June 2025.

This partnership between Council and the Women's Housing Company commenced in February 2019 with the aim of providing 2 x 2 bedroom units of affordable and transitional accommodation, in which to house women with dependent children who are escaping domestic and family violence and enable them to remain in the Woollahra LGA to sustain family and community connections. By the end of the first agreement, which expired on 30 June, 2022, this commitment had grown to 10 units (8 x 2 bedroom units + 2x3 bedroom units).

*At its meeting of 28 March 2022 Council resolved:*

- A. *THAT Council receive and note the report.*
- B. *THAT Council continue to provide housing assistance to women with dependent children who are escaping domestic and family violence, through a new three year agreement with the Women's Housing Company, from 1 July 2022 to 30 June 2025, based on 10 units to a value of \$330,000 each year of the Agreement.*
- C. *THAT Council supports the recommendations of Women's Housing Company to:*
- i Increase promotion of the Program with other Domestic and Family Violence stakeholders, as well as the wider community;*
  - ii Increase the pool of agencies who provide referrals to the Woollahra Domestic and Family Violence Accommodation and Support Program.*

As per the March 2022 Council resolution, a new three year Agreement was developed between Woollahra Municipal Council and the Women's Housing Company for the period 1 July 2022 to 30 June 2025, known as the Woollahra Domestic and Family Violence Accommodation and Support Program.

As per the Agreement, Council has held two meetings with Women's Housing Company in this financial year. They were held on 3 October 2023 and 14 February 2024. At the February, 2024 meeting, a 6 monthly report was submitted by Women's Housing Company as a requirement under the agreement. See **Confidential Attachment 1**.

The main points addressed through the report include:

- All 10 properties are currently being leased to local women, with one to three dependent children (please note there was one vacancy at the time of reporting, now let). The program is currently housing 10 women and 22 children;
- The 10 properties now consist of 6 x2 bedroom units and 4 x 3 bedroom units, which accommodates larger families and women with older children of different genders to be housed;
- Three current tenancies are due to be exited by July 2024, which will generate 2 x 2 bedroom and 1 x 3 bedroom vacancies in the program. Women's Housing Company will invite referrals once exit dates have been given by the current tenants;
- Quarterly meetings are held with the five referral / support agencies. They occurred on 13 November 2023 and 15 January 2024, with the next meetings due to be held on 11 April and 12 June 2024.
- A summary table outlining the program's performance against tenets, outputs and milestones; and
- A financial report outlining progress against the annual budget. This shows that the budget is underspent mostly due to difficulties obtaining rental properties in a challenging rental market resulting in longer vacancies in the program, as well as a lag in price increases for existing properties. Demand remains high but appropriate properties are difficult to find and fund.

This program is promoted to the community on Council's website, via the five support / referral agencies across the Eastern Suburbs and via printed brochures. Council also continues to promote the program on social media during relevant campaigns, such as **25 November to 10 December: 16 Days of Activism Against Gender-Based Violence**.

One of the key issues raised by the Women's Housing Company and referral agencies is the difficulty for women and their families to find suitable housing after the three years in the program.



The NSW State Government provides a program called Rent Choice Start Safely. Rent Choice is a private rental subsidy that helps individuals escaping from domestic violence pay the rent for up to three years. It supports access to safe and affordable housing for eligible clients who can show that they're able to sustain a tenancy in the private rental market.

The difficulty with this program is that the subsidies available are based on state-wide average rent benchmarks which are not feasible or applicable to the Woollahra postcodes. For example, the limit for a two bedroom is \$450pw compared to the median price of \$950pw in the Woollahra LGA, and the limit for a three bedroom is \$550pw compared to the median price of \$1,550pw in the Woollahra LGA. Even looking at surrounding suburbs of Waverley and Randwick, affordability is little better and is not within the benchmark figure. Women's Housing Company have advised that only, Penrith and Fairfield LGAs contain median rents within these benchmark limits across Sydney.

Based on the universally agreed definition of affordable rent as 30-40% of income, in order for these single women and their families to afford to rent privately in the Eastern Suburbs they would need to earn \$124,000 to \$165,000 annually to afford a two bedroom, and \$200,000 to \$270,000 a year to afford to rent a three bedroom property.

There are also very limited affordable housing properties in the area. A recent search of Welcome Mat, a tenant-matching platform for affordable rental housing, showed two available properties in Bondi and Clovelly which had already been let.

It would appropriate for the Mayor of Woollahra to write to the NSW State Government's Minister for Communities and Justice to advocate on behalf of women escaping domestic and family violence that the rental subsidy applied under the Rent Choice Start Safely Program be increased to better reflect current rental prices, especially for the Eastern Suburbs.

### **Options:**

Council may resolve in line with the recommendation/s as included in this report or, Council may choose to resolve in some other manner.

### **Community Engagement and / or Internal Consultation:**

Christina Hough, Head, Community Housing from Women's Housing Company met with Council staff on 14 February 2024 and provided the report shown as **Confidential Attachment 1**.

### **Policy Implications:**

There are no policy implications as a result of this report.

### **Financial Implications:**

Council has provided \$330,000 for the *Woollahra Domestic and Family Violence Accommodation and Support Program* in the current 2023/24 budget and has included the program in the draft 2024/5 budget for Council's consideration. This funding is a requirement of the current 3 year agreement. It allows for the provision of 10 properties (6 x 2 bedroom units and 4 x 3 bedroom units) as well as the management costs for Women's Housing Company to coordinate the program.

In the report provided by the Women's Housing Company, they have included a financial report for the first 6 months of the 2023/2024 year. It shows that the actual budget is underspent by \$20,727 compared to the adopted budget. This is due to some delays in securing properties in the market with record low vacancy rates, and a delay in the rising rents taking effect due to fixed term leases that are in place.

It is anticipated that the surplus funds will be used in the coming 6-12 months with rising rents. It is anticipated that there will also be some spend against repairs and maintenance costs associated with tenancies due to end in the next 6 months. Any underspend at the end of the year is reconciled with Council and can be rolled over as part of the term of the funding agreement.

### **Resourcing Implications:**

There are no resourcing implications as a result of this report.

### **Conclusion:**

Woollahra Council has been a leader within local government by responding to a unique local need. Through the current Woollahra Domestic and Family Violence Accommodation and Support Program Council has provided affordable, transitional accommodation for local women with dependent children who are escaping domestic and family violence. Since commencement, this Program has enabled 15 women and their families (30 children) to remain within the Woollahra LGA to sustain community connections and support.

This reports also recommends that Council advocate to the State Government Minister for Communities and Justice on behalf of women escaping domestic and family violence that the rental subsidy applied under the Rent Choice Start Safely Program be increased to better reflect current rental prices, especially for the Eastern Suburbs.

### **Attachments**

1. Woollahra Domestic and Family Violence Accommodation and Support Program - Women's Housing Company 6 monthly report - 1 July - 31 December 2023 (*circulated under separate cover*) - **Confidential**

**Item No:** R2 Recommendation to Council  
**Subject:** **PROPOSED OUTGOING SPONSORSHIP PROGRAM TO SUPPORT THE ARTS, COMMERCE, EVENTS AND OTHER CULTURAL ACTIVITIES**  
**Authors:** Vicki Munro, Manager Community & Culture  
Helen Tola, Manager Governance & Risk  
**Approver:** Patricia Occelli, Director Community & Customer Experience  
**File No:** 24/48683  
**Purpose of the Report:** To present a draft Outgoing Sponsorship Program to support the arts, commerce, events and other cultural activities for Council's consideration responding to the Notice of Motion adopted 12 February 2024.  
**Alignment to Delivery Program:** Strategy 1.1: Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

**Recommendation:**

THAT Council:

- A. Notes the report detailing how Council could establish a mechanism for the granting of outgoing sponsorship to organisations and/or events that meet certain criteria.
- B. Considers the endorsement of the creation of an Outgoing Sponsorship Program including appropriate resourcing.
- C. Endorses the draft changes to Council's existing Donations and Sponsorship Policy **Attachment 1** and proposed draft Outgoing Sponsorship Program **Attachment 2** in order to establish an Outgoing Sponsorship Program and that these documents be placed on public exhibition for 28 days with a further report to be presented to the Finance, Community & Services Committee and Council following the exhibition period.
- D. Notes the financial and resource implications as detailed in the report including \$50,000 for program funding and \$6,578 for casual staff resources to administer the program.
- E. Supports the budget to deliver the Outgoing Sponsorship Program be considered by Council as part of the development of the 2024-2025 budget, noting that due to the timing of the budget process this will be post public exhibition of the draft budget and as part of final budget consideration in June 2024.

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**Executive Summary:**

At the Council meeting of 12 February 2024, Council adopted a Notice of Motion by Councillors Zeltzer, Swan, Grieve, Elsing and Wynne calling for a report on how Council could establish a mechanism for the granting of sponsorship to organisations and or events that meet a certain criteria.

This report addresses the Council resolution by highlighting how Council can establish a mechanism for granting outgoing sponsorships. If Council resolves to adopt an Outgoing Sponsorship Program, the report proposes changes to Council's existing Donations and Sponsorship Policy and recommends the adoption of appropriate guidelines and budget allocation.

**Discussion:**

Council resolved on 12 February 2024 as follows:

*THAT Council:*

- A. *Request the General Manager tables a report to the 2nd of April 2024 Finance, Community and Services Committee that details how Council could establish a mechanism for the granting of sponsorship to organisations and or events that meet certain criteria.*
- B. *Note that the request in Part A above is not intended to replace the current Grants Process, but is in addition to the Grants Program, for the purpose of Council formally sponsoring certain organisations, long-standing initiatives and or events.*

In considering the background for the adopted Notice of Motion, it was noted that during 2022 and 2023, Council reviewed the way in which the Council's Grants Program is managed and following community consultation and further consideration by Council, a revised Grants Policy and guidelines were adopted by Council on 26 June 2023.

It is acknowledged that Council's revised Grants Policy and guidelines were developed to ensure that organisations did not automatically receive funding each year in perpetuity i.e. the expectation being that grants would be used as seed funding and that applicants would grow in skills and capacity and move to self-sustaining practices, thereby eliminating the need for ongoing grants to be provided.

However, it was recognised that there is currently no formal mechanisms for opportunities where Council may seek to support new initiatives or long standing and proven associations / organisations, arts, commerce, events or cultural activities beyond those that the community are applying for through the Grants Program.

Long-standing initiatives have enabled the growth of social capital and delivered much in community building over decades. There are many positive flow-ons as a result of these initiatives, including a more connected and more prosperous community, an appreciation of arts and culture, reduction in isolation and improvement in physical and mental health.

During 2022-2023, Council undertook an Events Service Review, which was adopted by Council on 27 March 2023. One of the eleven recommendations included in the Events Services Review was:

*An event sponsorship process with an exchange agreement for events not organised by Council be set up, in addition there is recognition that Council may wish to invest in other initiatives, cultural organisations and proven programs that enable Woollahra to thrive.*

Whilst Council has invested and supported the arts through some events programming, through support of the Woollahra Gallery at Redleaf and through public art, it does not have a program of support for the performing arts, cultural events and other long-standing initiatives that collectively harness the social capital of Woollahra.

In preparing this report, staff have looked at other Councils that operate a Sponsorship Program, in addition to their normal Grants Program, in particular, Ku-ring-gai Council and Lake Macquarie Council. Staff have also considered current one off sponsorship arrangements and had various discussions on the types of programs being considered.

Staff have prepared draft guidelines and proposed amendments to the current Donations and Sponsorship Policy to enable the introduction of an Outgoing Sponsorship Program enabling accountability and transparency in its execution.

**Options:**

Council may resolve in line with the recommendation/s as included in this report or, Council may choose to resolve in some other manner.

**Community Engagement and / or Internal Consultation:**

Internal consultation undertaken with the following Council staff was undertaken in the preparation of this report and associated Attachments:

- Acting General Manager
- Director Community and Customer Experience
- Director Corporate Performance
- Manager Community and Culture
- Manager Communications and Engagement
- Team Leader Environment and Sustainability
- Manager Governance and Risk
- Policy Officer
- Manager Strategic Planning and Place.

There was no community engagement required in writing this report.

**Policy Implications:**

Council's Donations and Sponsorship Policy was reviewed as part of the development of the report recommendations and are attached for consideration should Council wish to adopt an Outgoing Sponsorship Program. The amendments proposed have been highlighted in yellow and deletions as strikethroughs. **(See Attachment 1)**

Draft Program Guidelines have been developed for Council's consideration should Council resolve to adopt an Outgoing Sponsorship Program. **(See Attachment 2)**

If adopted, it is recommended that both these documents be placed on public exhibition for 28 days with a report to be presented to the Finance, Community and Services Committee and Council following the exhibition period.

**Financial Implications:**

There are a number of financial implications should the Outgoing Sponsorship Program be adopted including:

- An amount of program funding will need to be allocated. It is recommended that for the first year this be in the order of \$50,000, noting that the program recommends a maximum for sponsorship of \$20,000 per submission.

There is currently no existing budget, for this program. A budget to deliver the program will need to be considered by Council as part of the development of the 2024-2025 budget, noting that due to the timing of the budget process this will be post public exhibition of the draft budget and as part of final budget consideration in June 2024.

- Staff resourcing will need to be allocated for the administration of the program on an annual basis as detailed below in resource implications.

## Resourcing Implications:

Staff resourcing will need to be allocated for the administration of the program on an annual basis as detailed below.

Outgoing Sponsorship Program – staffing commitment estimation:

- Develop EOI Process – 4 hours (one-off using existing resources)
- Develop Application Form – 3 hours (one-off using existing resources)
- Run an Information Session – 1 day/7 hours (Preparation and presentation)
- Promote the Sponsorship program – 4 hours (one-off using existing resources)
- General liaison with community, answer questions – 1 hour per week average across the year (52 hours per year) using existing resources
- Assessment of applications (Panel of three staff) – 2 days per staff member i.e. 6 days/42 hours (using existing resources)
- Report to Finance, Community and Services Committee and Council – 1 day/7 hours
- Implement, monitor successful projects – 1 day per project funded (i.e. 10 projects i.e. 10 days/70 hours)
- Acquittal, follow-up and sundry – 5 days/35 hours



These calculations were based on the presumption of a maximum of 10 successful projects and 7 hours per day.

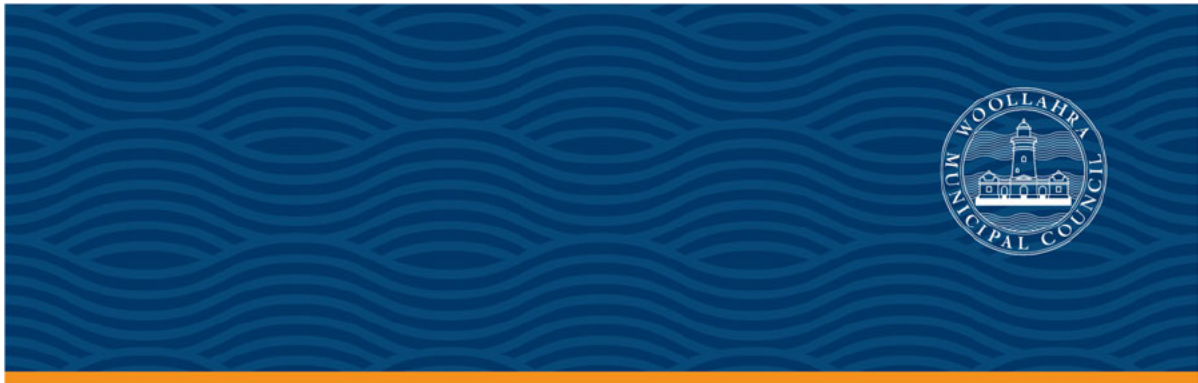
Total hours (estimate) = 32 days/224 hours minus existing resources 105 Hours =119 hours  
Rate of staff \$55.28 per hour = \$6,578 maximum additional staffing costs. This could be applied as casual staffing as required.

## Conclusion:

*This report addresses the Council resolution of 12 February 2024 by highlighting how Council can establish a mechanism for granting outgoing sponsorships and if Council resolves to adopt an Outgoing Sponsorship Program, the report proposes changes to Council's existing Donations and Sponsorship Policy and recommends the adoption of appropriate guidelines and budget allocation of \$56,578.*

## Attachments

1. Draft Donations and Sponsorship Policy-Mar 2023 - sponsorship programs [!\[\]\(c580b67c7cd5c9e9e19f04ff6d5093e0\_img.jpg\)](#) 
2. Outgoing Sponsorship Program - Draft Outgoing Sponsorship Guidelines March 2024 [!\[\]\(ba314389b6ecfa02b6b9fcc7005e4045\_img.jpg\)](#) 



# DRAFT

## Donations and Sponsorship Policy

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Adoption Date:	23 May 2022 by Council Resolution
Last Reviewed:	March 2024
Next Review Date:	March 2026
Division/Department:	General Manager 's Office
Responsible Officer:	General Manager
HPE CM Record Number:	22/119024

## 1 Policy Statement

This policy defines the types of donations and/ or sponsorship arrangements accepted by Woollahra **Municipal** Council (Woollahra Council) and how they will be managed to ensure good governance.

## 2 Application

### Purpose

The purpose of this **P**olicy is to outline the principles of donations and/ or sponsorships **by** ~~to~~ Woollahra Council and to establish a coordinated and transparent approach to the way in which Woollahra Council seeks, secures, provides and manages all donations and/ or sponsorships opportunities.

This **P**olicy replaces the previous Policy for the Sponsorship of Events and Activities 2006.

### Scope

This Policy applies to all donations and/or sponsorship received by Woollahra Council **(incoming)** or **provided by Woollahra Council to external applicants (outgoing)** and outlines the following:

- Assessment of donations and/ or sponsorship
- Approval of donations and/ or sponsorship
- Recognition of a donor or sponsor
- Acceptable types of donations
- Unacceptable types of donations
- Acceptable activities for sponsorships
- **Unacceptable activities for sponsorships**
- Probity safeguards
- Reporting requirements; and
- Breach of the Policy.

## 3 Definitions

Term	Meaning
Donations	<p>A donation (including unconditional gift, bequest or endowment) is a provision of cash or items of value with no return benefits expected.</p> <p>An individual or an organisation may make a donation. Only an individual can make a bequest.</p> <p>Donations <b>do not</b> include:</p> <ul style="list-style-type: none"><li>• Payment made as part of any financial or business transaction made by Council.</li><li>• Donations of time and/ or human resources as covered by Council's Volunteering Guidelines.</li></ul>



Donations and Sponsorship Policy

Term	Meaning
	<ul style="list-style-type: none"> <li>Community and financial assistance grants covered by the Council's Grants Policy and Programs.</li> <li>Gifts and Benefits to individual Council staff and Councillors as covered by Council's Code of Conduct.</li> </ul>
Pledge	A pledge is a given as security for the fulfilment of a contract, in this policy it is a commitment to a future donation and or sponsorship.
Sponsorship	<p>Sponsorship is a commercial and formalised arrangement in which a sponsor provides a contribution in money or in-kind to support an activity in return for certain specified benefits.</p> <p>Sponsorship can be provided:</p> <ul style="list-style-type: none"> <li>By the corporate sector or private individuals, in support of a Council activity, service, resource, asset or event.</li> <li>By Council in support of related and worthwhile private or public sector activities.</li> </ul> <p>Sponsorship <b>does not</b> include:</p> <ul style="list-style-type: none"> <li>the selling of advertising space</li> <li>joint ventures</li> <li>consultancies</li> <li>grants (in regard to received sponsorship)</li> <li>unconditional gifts, donations, bequests or endowments.</li> </ul> <p>Sponsorship is not philanthropic. A sponsor expects to receive a reciprocal benefit beyond a modest acknowledgement.</p> <p><b>Source:</b> <i>Sponsorship in the Public Sector – ICAC Publication</i></p>
Deductible Gift Recipient (DGR)	<p>A deductible gift recipient (DGR) is an entity or fund that can receive tax deductible gifts. There are two types of DGR endorsement:</p> <ul style="list-style-type: none"> <li>An entity that has DGR endorsement in its own right</li> <li>An entity that is only a DGR in relation to a fund, authority or institution it operates. In this instance, only gifts to the fund, authority or institution are tax deductible.</li> </ul> <p><b>Source:</b> <a href="https://abr.business.gov.au/Tools/DgrListing">https://abr.business.gov.au/Tools/DgrListing</a></p> <p>Refer to Policy clause 7.1 below.</p>

#### 4 Community Strategic Plan, Delivery Program and Operational Plan

This Policy relates to Themes, Goals and Strategies outlined in Council's Community Strategic Plan Woollahra 2032 and Priorities outlined in Council's Delivery Program and Operational Plan, specifically:

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Donations and Sponsorship Policy

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Theme: Civic Leadership  
Goal: A well-managed Council  
Strategy: 11.2 Secure Council's financial position.  
Priority: 11.2.1 Effective management of Council's finances.

## 5 Relevant Legislation

- Local Government Act 1993
- Income Tax Assessment Act 1997 (Cth)
- Independent Commission Against Corruption (ICAC) Act 1998
- Independent Commission Against Corruption ICAC (2006) Sponsorship in the Public Sector – Sponsorship Policy and Guidelines
- Code of Conduct

## 6 Policy Content

### 6.1 Assessment of Donations and/ or Sponsorships

Any donations and/ or sponsorship arrangement that is offered or sought by Woollahra Council **must**:

- Benefit ~~Woollahra Council~~ and the broader community within the Woollahra Local Government Area **and align with Council's Mission, Vision and Values;**
- Align with Woollahra Council's Community Strategic Plan, Delivery Program and Operational Plan and policies;
- Not restrict Woollahra Council's ability to carry out any of its regulatory or other functions;
- Align with Woollahra ~~Municipal~~ Council's adopted Code of Conduct;
- Represent an appropriate sum of money or in-kind items/goods/services for a project or activity ~~that falls within the normal scope of Council services and activities~~ that **enables Council to exercise its functions.**

Donations and/or Sponsorships will not be accepted:

- Where there is a conflict with Council's core business or limits the independence and role of Council;
- From an organisation or individual who has not honoured previous donation and/ or sponsorship agreements;
- From an organisation or individual involved in the business of tobacco, alcohol, gambling and/or pornography or sex industry (noting that donations of alcohol for a specific event may be acceptable if served under the Responsible Service of Alcohol provision);
- From an individual or organisation who has an existing Development Application, **Rezoning Application/Planning Proposal** and/ or has commenced discussions with Council for an impending Development Application, **Rezoning Application/Planning Proposal** to be lodged in the coming 12-month period from the date of the donation and/ or sponsorship offer;

- Applications for development consent or other Council approvals by a party who has a donation or sponsorship agreement with Council may be referred to an independent assessor;
- From an individual who has a criminal record for a matter in the past 10 years;
- From political parties or organisations/ individuals with an identifiable political purpose/agenda (e.g. trade unions, political candidates).

Council will assess whether the incoming donation and/ or sponsorship can be used in the way the donor/sponsor has requested prior to accepting the donation or sponsorship.

Council will only accept donation of public facilities or contribution towards public facilities on public land where it is, in the opinion of Council, in the best interest of the community in general.

In assessing donations and/or sponsorship, Council staff will consider the best interests of the public, public accountability, public perceptions and potential risks as well as the potential benefits before accepting a donation. Assessment against the above mentioned criteria must be in accordance with the Donations and Sponsorship Internal Operational Procedures.

Council retains the discretion to reject donations and/ or sponsorship from any entity for any reason. If a donation and/or sponsorship offer is rejected, an explanation will be given to the interested party.

## 6.2 Approval of incoming donations and/ or sponsorship

The approval of donations and/or sponsorship is as follows:

- Donations and/ or sponsorship up to the value of \$20,000 should be approved by the General Manager or officer authorised by the General Manager. The General Manager may from time to time set out the criteria for staff to accept donations including the acceptance of nominal donations and/or amend sponsorship opportunities.
- Donations and/or sponsorship over and above \$20,000 should be approved by resolution of Council.
- Donations made to the Woollahra Municipal Public Art Gallery are to be referred to Council (as required).

## 6.3 Recognition of a donor or sponsor

Council will recognise its donors and/ or sponsors in a number of ways and the extent of such recognition will be determined in relation to the level and nature of the donations and/or sponsorship.

Benefits to the donor and/or sponsor may include:

- Invitation to selected Council functions;
- Printing of the sponsor's name and logo in Council's external publications and website;

- Event facilities, which may include hospitality, free preferential seats, event functions or award presentation;
- Media releases, mention in Mayoral Column, Woollahra eNews etc, recognising support given;
- Their name included on a donor and/or sponsor board.

## 7 Donations

### 7.1 Acceptable types of incoming donations

Acceptable donations include but are not limited to the following:

- Cash or cash equivalents in the form of cheque, electronic bank transfer (EFT) or credit card contribution;
- Real estate including improved and unimproved land, personal residences, commercial property, or rural land. If it is the intention of the donor that Woollahra Council not immediately dispose of the real estate, a written agreement between Council and donor must be in place before Council may accept such a property;
- In-kind including works of art, furniture, rare books, manuscripts, or any other item of value;
- Pledges which commits the donor to give a specific dollar amount (or in-kind support) according to a fixed time schedule. Noting all pledges and changes to a pledge must be made in writing;
- Bequests which involves the donor transferring money or property to Woollahra Council at the donor's death through either the donor's will or trust;
- Endowment where the sum of money is provided to Council where the principal is managed in a way that seeks to preserve or grow its value in perpetuity.
- Capital contributions by sporting and community groups as part of defined leasing and facilities management arrangements.

All property donations must be referred to our Property Department to ensure that the donation is in line with Council's relevant adopted strategic plan.

Council has two Deductible Gift Recipient funds (DGR) which allows donors to receive a tax deduction for specific fund use. Donors can deduct the amount of their donation from their taxable income when they lodge their tax return. These are for the Woollahra Municipal Public Art Gallery and Woollahra Municipal Library (also known as Woollahra Libraries). Donors are to seek legal and tax advice before making a gift. Council does not provide such advice to donors.

All DGR donations will be registered and/ or recorded.

### 7.2 Unacceptable types of incoming donations

Donations which are considered **unacceptable** may include, but not be limited to:

- Anonymous donations.
- Resources or Assets or Artworks that are deemed offensive, inappropriate or don't comply with other Council policies.

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Donations and Sponsorship Policy

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- Artworks that require care and maintenance of which Council is not in a position to provide.
- Library books unless they relate to the local history of the area or are relevant and useful to our members/the community.
- Donations that may infer excessive restrictions or exclusivity of use or benefit to only the donor.
- Materials that are political, are or could be perceived to be offensive or discriminatory in nature.

It is Council's discretion to accept or decline any offers in accordance with this Policy and internal operational procedures.

## 8 Sponsorship

Sponsorship should enhance opportunities for residents and visitors to participate in major community, cultural and sporting activities across the Woollahra municipality.

The main objectives of Council providing outgoing sponsorship are to:

- Assist in building a diverse and economically strong community;
- Attract visitation, growth and awareness of the Woollahra Local Government Area; and
- Aligned with Council's Community Strategic Plan and Delivery Program.

### 8.1 Acceptable activities for sponsorship

Activities suitable for sponsorships include but are not limited to the following:

- Programs that celebrate local culture and the visual and performing arts.
- Programs and organisations that help stimulate our local economy.
- Cultural and/or community festivals and events
- ~~Festivals and events.~~
- Competitions.
- Educational programs.
- Awards.
- ~~Cultural or community events and programs.~~
- Research and publications.
- Support to long-standing initiatives that have enabled the growth of social capital and delivered community-building outcomes.

### 8.2 Application for outgoing sponsorship

Applications are to be submitted as an Expression of Interest (EOI) process through an online form within the given timeframes, as specified in the application guideline for the particular year/ sponsorship round that will be obtained from Council and its website.

The applicant must:

- Be financially viable with appropriate insurance and workplace health and safety policies;

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- Use funds used for the purpose for which the donation is provided, unless written permission for variation obtained from Council prior to the activities being undertaken;
- Obtain all appropriate permits, approvals, and insurance relating to funded activities;
- Acknowledge the assistance Council provides in all promotions for the events, activities or programs:  
*Acknowledgements could take the form of marketing, branding, signage, speaking opportunities for the Mayor or representative, and on site presence at the event, e.g., information/display stand or engagement opportunity for Council staff.*
- Show Council logo on all promotional material; for example, advertising, flyers, and event programs.  
Note: artwork featuring the Council logo must be approved by Council's Communications and Engagement team;
- Invite Councillors or their representatives to any events or functions celebrating the launch;
- Provide a post event report to Council, including an event expenditure summary, if the donation is for an event
- Provide an acquittal report within four weeks after completion of event or program. Applicants who do not complete and return an acquittal report will be ineligible for any future funding.

Council will not extend donations sponsorship for:

- Individuals and private endeavors (for example: an individual artist seeking funding for their personal creative project or an athlete pursuing their sporting goals).;
- Projects, activities or events that do not meet the program assessment guidelines;
- Ongoing operating expenses, such as rent, salaries, printing, or general administration costs;
- The purchase of equipment or items deemed as capital expenditure;
- Organisations raising funds on behalf of others;
- Recurring functions or events of a primarily social nature organised by not-for-profit groups and organisations.

### 8.3 Assessment of outgoing sponsorship

Criteria for sponsorship will be established annually aligned with the objects of the sponsorship program and will be approved through Council resolution. This criteria will be published annually, through an EOI process. Council may also select to undertake a direct EOI process.

Assessment of applications will be by a selection committee comprised of relevant Council staff. Each application will be assessed against how well the proposed project meets the selection criteria, as well as the merit of the application in relation to other applications, and its eligibility for funding from other sources. Meeting all requirements does not give any guarantee of the outcome of any application including in direct approaches.

Following assessment against the selection criteria and determination of merit, a report will be presented to Council showcasing the applications and proposing a list of successful applicants for Council approval.

## 9 Probity and Safeguards

To ensure the highest level of probity the following principles will be adhered to:

- Every donation or sponsorship proposal will be subject to an assessment process and consideration will be made by authorised Council staff on conflict of interest issues that may arise prior to entering into negotiations with potential donor or sponsor.
- The acceptance of any donations or sponsorship by Council does not explicitly imply endorsement of other activities.
- Any donations and/or sponsorship received on behalf of Woollahra Municipal Public Art Gallery and Woollahra Municipal Library (also known as Woollahra Libraries) must be used for the Woollahra Municipal Public Art Gallery and Woollahra Libraries endorsed activities.
- Donations and/ or sponsorships will not be entered into with individuals or corporations in conflict with Council's policies, or discriminate against any individual or group.
- Donors and sponsors will not be employed as contractors unless they have been selected through a public competitive tender process separate from the selection process for the sponsorship.
- No Councillor or Council staff member is to receive, or solicit, a personal benefit from a donation and/or sponsorship arrangement with Council.

## 10 Reporting requirements

The relevant Council Division will be responsible for the management of the donations and/ or sponsorship in accordance with this policy and internal operational procedure, dependent on the type of donation and/ or sponsorship.

The Governance & Risk Department will undertake the necessary assessment and manage the databases, systems and reporting to facilitate the handling of donation and sponsorship information.

All donations and/ or sponsorships will be included in a specific Donations and Sponsorship Register which will be available on Council's website. All donations and/ or sponsorship arrangements will be reported in the Woollahra Council Annual Report.

As stated in Section 8, successful applicants are required to provide an acquittal report within four weeks after completion of event or program.

## 11 Breach of the Policy

A breach of the Policy as determined by the General Manager under this Policy may result in (but not limited to the following):

- Termination of agreement;
- Loss of future donations and/or sponsorship partnership opportunities with Council;
- Potential legal proceedings; and
- Referral to ICAC for investigation for corruption.

**Donations and Sponsorship Policy**

Donors and/ or sponsors will be required to comply with this policy and any breach of the policy will be referred to the General Manager.

## 12 Documentation/References

	<b>HPECM Reference</b>
Code of Conduct	22/237458
Donations and Sponsorship Register	22/57084

## 13 Related Policies and Procedures

	<b>HPECM Reference</b>
Code of Conduct	22/237458
Incoming Donations and Sponsorship Internal Operational Procedure	22/57077
Gifts and Benefits Policy	19/16315
Sponsorship Program Guidelines	TBC

This Policy will be reviewed every two years or in accordance with legislative requirements. This Policy may also be changed as a result of other amendments that are to the advantage of Council and in the spirit of this Policy.

Any amendment to this Policy must be by way of the approval of the General Manager

## Policy Amendments

<b>Date</b>	<b>Responsible Officer</b>	<b>Description</b>
25 Mar 2024	Policy Officer Manager – Community & Culture Manager – Governance & Risk	Review and including external-facing donations/ sponsorships as per resolved Notice of Motion on 6 February 2024.





# Outgoing Sponsorship Guidelines

Updated: MARCH 2024

## Objectives of the outgoing sponsorship program

The main purpose of the Outgoing Sponsorship Program is to provide a formal mechanism for Council to support new and long-standing initiatives and proven events and programs beyond those that the community are applying for through Council's annual Grants program.

- The main objectives of the program are to:
- a) Support the Community Strategic Plan and Delivery Program.
  - b) Assist in building a diverse and economically strong community.
  - c) Support a more connected and more prosperous community.
  - d) Reduce isolation and improve physical and mental health.
  - e) Support cultural and artistic initiatives and organisations that have proven programs and demonstrated history that enable Woollahra to thrive.
  - f) Support long-standing initiatives that collectively harness the social capital of Woollahra.

## Definitions

Sponsorship	<p>Sponsorship is a commercial and formalised arrangement in which a sponsor provides a contribution in money or in-kind to support an activity in return for certain specified benefits.</p> <p>Sponsorship can be provided:</p> <ul style="list-style-type: none"><li>• By the corporate sector or private individuals, in support of a Council activity, service, resource, asset or event.</li><li>• By Council in support of related and worthwhile private or public sector activities.</li></ul> <p>Sponsorship <b>does not</b> include:</p> <ul style="list-style-type: none"><li>• the selling of advertising space</li><li>• joint ventures</li><li>• consultancies</li><li>• grants (in regard to received sponsorship)</li><li>• unconditional gifts, donations, bequests or endowments.</li></ul> <p>Sponsorship is not philanthropic. A sponsor expects to receive a reciprocal benefit beyond a modest acknowledgement.</p> <p><b>Source:</b> <i>Sponsorship in the Public Sector – ICAC Publication</i></p>
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## Acceptable activities for outgoing sponsorship

- Programs that celebrate local culture and the visual and performing arts
- Programs and initiatives that help stimulate our local economy
- Cultural and/or community festivals and events
- Competitions
- Educational programs
- Awards
- Research and publications
- Support to long standing initiatives that have enabled the growth of social capital and delivered community building outcomes.

### 1. Criteria for Woollahra Council Sponsorship:

Any sponsorship arrangement that is offered by Woollahra Council must:

- Benefit the broader community within the Woollahra Local Government Area and align with Council's Mission, Vision and Values.
- Align with Woollahra Council's Community Strategic Plan, Delivery Program and Operational Plan, strategies and policies.
- Not restrict Woollahra Council's ability to carry out any of its regulatory or other functions.
- Align with Woollahra Municipal Council's adopted Code of Conduct.
- Represent an appropriate sum of money or in-kind items/goods/services for a project or activity that enables Council to exercise its functions.
- Be for a maximum period of 12 months in line with Council's application process.
- Welcome community involvement and promote inclusivity.
- Adhere to Council's environmental and sustainability principles

### 2. Outgoing Sponsorships will not be provided in the following circumstances:

- Where there is a conflict with Council's core business or limits the independence and role of Council;
- To an organisation or individual who has not honoured previous grants, donation and/or sponsorship agreements and acquittal requirements;
- To an organisation or individual involved in the business of tobacco, alcohol, gambling and/or pornography or sex industry;
- To an organisation who has an existing Development Application, rezoning application/planning proposal and/or has commenced discussions with Council for an impending Development Application rezoning application/planning proposal to be lodged in the coming 12 month period from the date of the sponsorship offer;
- To political parties or organisations/individuals with an identifiable political purpose/agenda (e.g. trade unions, political candidates).

### 3. Exclusions

Sponsorship funding should be used for the purposes which it was intended and does not cover the:

- Purchase, sale or supply of liquor
- Donations to charities
- Staff salaries
- Capital investment
- Rental payments
- Other operational costs or overheads, or
- Retrospective funding
- Individuals and private endeavours (for example: an individual artist seeking funding for their personal creative project or an athlete pursuing their sporting goals).
- Projects, activities or events that do not meet the program assessment guidelines
- Organisations raising funds on behalf of others.
- Recurring functions or events of a primarily social nature organised by not-for-profit groups.

## Application Process

Outgoing Sponsorship Program funding will be available through an annual funding round for up to maximum amount of \$20,000.

Outgoing sponsorship by Council may be provided in kind through fee relief, contribution in kind such as marketing and promotional support or as a financial contribution as part of the application process.

Criteria for outgoing sponsorship will be established annually and aligned with the objectives of the sponsorship program and will be approved through a Council resolution. This criteria will be published annually, through an EOI process. Council may also select to undertake a direct EOI process, or assess an application that is submitted outside of the call of interest period.

### 1. Future outgoing sponsorship Priorities

Priorities for outgoing sponsorship are contained in the guidelines published annually.

### 2. Review and evaluation

The effectiveness of outgoing sponsorship, including guidelines and criteria, will be reviewed annually within the first year of application to monitor effectiveness and every two years after that.

### 3. Assessment of outgoing sponsorship applications

Assessment of applications will be by a selection committee comprised of relevant

Council staff. Each application will be assessed against how well the proposed project meets the selection criteria, as well as the merit of the application in relation to other applications, and its eligibility for funding from other sources. Meeting all requirements does not give any guarantee of the outcome of any application including in direct approaches.

To ensure appropriate probity in respect to sponsorship approvals, applicants are not to lobby Councillors or Council staff in respect to their applications.

Following assessment against the selection criteria and determination of merit, a report will be presented to Council showcasing the applications and proposing a list of successful applicants for Council approval.

#### **4. Probity safeguards**

An applicant applying for sponsorship must operate within the Woollahra Council Local Government Area (LGA) or be able to demonstrate that the project will benefit residents of the Woollahra LGA.

The applicant must:

- Have appropriate insurance and workplace health and safety policies in accordance with the sponsorship agreement.
- Be financially viable and is able to meet safety and risk management requirements
- Use funds for the purpose for which the sponsorship was awarded, unless written permission for variation has been obtained from Council prior to the activities being undertaken.
- Obtain all appropriate permits, approvals, and insurance relating to funded activities
- Be aware of commitments under Council's Child Safe Policy and demonstrate capacity to implement as appropriate.
- Acknowledge the assistance of Woollahra Council in all promotions for sponsored activities. The Council logo must appear on all promotional material, for example, advertising, flyers, and event programs. Note: artwork featuring the Council logo must be approved by Council's Communications and Engagement team.
- Invite Councillors or their representatives to any events or functions celebrating the launch or implementation of the sponsorship outcomes.

#### **5. Reporting requirements**

Successful applicants will be required to:

Enter into a sponsorship agreement with Council detailing benefits in return for the sponsorship investment. This agreement should outline benefits to your organisation by having Council as a sponsor and how Council will benefit and be acknowledged. Acknowledgements could take the form of marketing, branding, signage, speaking opportunities for the Mayor or representative, and on site presence at the event, eg, information/display stand or engagement opportunity for Council staff.

At the completion of the delivery of the program or event recipient of the sponsorship will be required to provide an accountability report outlining how the goals of the sponsorship

agreement was met and financial accountability for the sponsorship contributions including receipts for expenditure of Council provided funds.

**6. Future sponsorship from Council will be based on:**

- Evaluation of previous years' program effectiveness (if relevant).
- The applicant has provided an accountability report demonstrating how funding was used in accordance with sponsorship agreement.
- Whether or not the project still meets Council's objectives and sponsorship priorities.

Should an application be received for a program or event which the applicant have received previous grant funding, the post grant funding acquittal report will form part of the assessment criteria.



**Item No:** R3 Recommendation to Council  
**Subject:** **HOLDSWORTH COMMUNITY FUNDING AGREEMENT FOR 2024/25**  
**Authors:** Emma Rodgers-Wilson, Development Officer, Community & Culture  
Maya Jankovic, Coordinator Community & Culture  
**Approvers:** Vicki Munro, Manager Community & Culture  
Patricia Occelli, Director Community & Customer Experience  
**File No:** 24/19477  
**Purpose of the Report:** This report is to consider Holdsworth Community's 2024/25 funding proposal.  
**Alignment to Delivery Program:** Strategy 2.1: Build strong and respectful connections with partners so that we can enhance and protect our local area and quality of life.

**Recommendation:**

THAT Council:

- A. Notes the Holdsworth accountability report for the period of 18 months (2022-23 and 6 month July 2023-December 2024), and funding proposal for 2024 -25 Financial year.
- B. Endorses the 2024/25 funding proposal for Holdsworth Community, totalling \$ 935,272 to be considered in the draft 2024/25 budget as follows:
  - i. Navigating the MAC System \$ 227,327
  - ii. Aged Care Wellness Hub trial \$ 250,475
  - iii. Woollahra Dementia Alliance – Action Plan \$ 54,524
  - iv. Woollahra Connect Program \$ 198,220
  - v. Family Services \$ 204,726.

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**Executive Summary:**

Holdsworth Community (Holdsworth) provides a range of services to the Woollahra community including community transport, activities for seniors and people with disabilities to playgroups for young children.

Council has had a long and successful relationship with Holdsworth, commencing in the 1970s, building into the strong partnership that exists today.

This report is to consider Holdsworth Community's 2024/25 funding proposal of \$935,272 which includes a 4.5% CPI increase on the previous year's funding which was \$ 894,999. This report also provides detail on the updated milestones as agreed between Holdsworth Community and Woollahra Council representatives at meetings held on 23 January 2024 and 13 March 2024.

**Discussion:**

Council entered into a 3 year funding agreement with Holdsworth Community from 1 July 2022 to 30 June 2025. This was resolved at the Council meeting of 25 October 2021.

Part C of the resolution required Holdsworth Community to present their funding proposal for 2024/25 for Council's consideration.

- C. *THAT future funding for Holdsworth Community for 2023/24 and 2024/25 be determined on an annual basis and the proposed budget reported to Council with the Holdsworth Community's Annual Business Plan, Strategic Plan, and Audited Financial Statements and Annual Report by 31 December each year, providing 6 months written notice of the upcoming proposed Funding Agreement.*

Holdsworth's 2024/25 proposal represents the final year of a three-year agreement. Council and Holdsworth meet quarterly to review progress against the listed milestones in the Agreement. See **Attachment 1** for the funding proposal, as well as the budget and KPIs to date demonstrating Holdsworth's achievements for Council's five funded projects. **Attachment 2** provides the Holdsworth Annual and Financial Report for 2022/2023.

It was agreed at the meeting on 23 January 2024 that the same programs should form the basis of the agreement for year three (2024/25), indexed for inflation. In addition, milestones have been reviewed. It is recommended that milestones are maintained with only minor adjustments.

### **Key results:**

#### **2022/23**

<b>Program</b>	<b>KPI 22/23</b>	<b>Actual 22/23</b>	<b>Variance</b>	<b>Budget 22/23</b>
Navigating the MAC	300 Woollahra residents supported	502	167%	\$204,600
Wellness Hub	156 Woollahra residents supported	160	2.6%	\$223,912
Woollahra Dementia Alliance Action Plan	1. 6 x bi-monthly WDA meetings held 2. 40 Woollahra residents attended dementia information sessions 3. Woollahra businesses engaged in DF initiatives	1. 6 meetings held 2. 122 attended dementia information sessions 3. 10 businesses engaged	1. 100% 2. 205%	\$50,250
Woollahra Connect	1. 11 x Men's Chat groups held 2. 100 Woollahra residents supported across groups and 1:1	1. 12 Chat Groups held 2. 41 residents supported	1. 109% 2. - 59% (See note 1 below)	\$182,390
Family Services	1. 24 Woollahra families attending weekly (average) 2. 4 x Intergenerational days	1. 38 (minimum) 2. 1 held	1. 158% (minimum) 2. -75% (See note 2 below)	\$200,444
<b>TOTAL FUNDING</b>				<b>\$861,596</b>

#### **NOTES on negative variance:**

1. Post covid, it was challenging to encourage older people to reconnect. There was a handover of the existing "Friends" program from WMC, however, Holdsworth identified that many on the database were not WMC residents. It also took some time to establish, promote and commence the first group. For 2023/24, Holdsworth now have 6 groups operating.
2. It took some time to establish relationships, plan and coordinate the inter-generational events with Woollahra Preschool.



**2023/24 – Year to 31 December 2023 - 6 month report**

Program	KPI 23/24	Actual 23/24 (1 July – 31 Dec)	Progress to full year target	Budget 23/24
Navigating the MAC	400 Woollahra residents supported	303	76% achieved	\$213,807
Wellness Hub	156 Woollahra residents supported	97	62% achieved	\$233,988
Woollahra Dementia Alliance Action plan	<ol style="list-style-type: none"> <li>6 x bi-monthly WDA meetings held</li> <li>40 Woollahra residents attended dementia information sessions</li> <li>Woollahra businesses engaged in DF initiatives</li> </ol>	<ol style="list-style-type: none"> <li>3 meetings held</li> <li>2 information sessions have been held with total attendance of 20 Woollahra residents</li> <li>Currently 7 x EOLs from businesses / organisations 1 x business information session 1 x Dementia Friendly event funded by Dementia Australia grant</li> </ol>	<ol style="list-style-type: none"> <li>50% achieved</li> <li>50% achieved</li> <li>Progressing but challenging (refer to note 1 below)</li> </ol>	\$52,511
Woollahra Connect	<ol style="list-style-type: none"> <li>12 x Men's Chat groups held</li> <li>100 Woollahra residents supported across groups and 1:1</li> </ol>	<ol style="list-style-type: none"> <li>6 x Men's Chat Groups held – Attendance of 78</li> <li>86 Woollahra residents participating in Groups and 18 1:1 supports in place</li> </ol>	<ol style="list-style-type: none"> <li>50% achieved</li> <li>104% achieved</li> </ol>	\$190,598
Family Services	<ol style="list-style-type: none"> <li>40 Woollahra families attending weekly (average)</li> <li>2. 4 x Intergenerational events</li> </ol>	<ol style="list-style-type: none"> <li>40 Woollahra families attending ( minimum) (refer to note 2 below)</li> <li>2 x intergenerational events held</li> </ol>	<ol style="list-style-type: none"> <li>Achieving in accordance with KPI</li> <li>2.50% achieved</li> </ol>	\$204,095
<b>TOTAL FUNDING</b>				<b>\$894,999</b>

**NOTES:**

- The Dementia Friendly Business KPI is proving difficult given the high threshold requirements for recognition by Dementia Australia and the impost this creates for businesses. Holdsworth is working with businesses to achieve small incremental steps.
- While Holdsworth reports the KPI has been met, they encountered challenges in collecting all postcode data for Playgroup registrations. This has been rectified for Q3 & Q4 reports.

**Highlights across 5 programs were:**

**Navigating Mac** was a huge success in FY 2022/23 and the success has continued in FY 2023/24. The program educates and supports people to connect to the aged care system. 37% of clients are male, 63% are female. They were linked to the following supports; 179 to Commonwealth Home Support Packages (CHSP), 39 to Home Care Packages (HCP) and 63 to the Wellness Hub. 76% of those supported are new to the My Aged Care system. It was reported that there is growing demand for this service prompting sessions to expand to also include phone consultation. Due to the program's success, the target KPI is recommended to increase in FY 2024/25.

**Wellness Hub** achieved its target in FY 2022/23 and is tracking above target in FY 2023/24. The gender distribution is 80% female and 20% male with 21% of clients new to Holdsworth Community. The program provides support to clients waiting for suitable higher-level Commonwealth package support via a drop-in service at Gaden (with transport), providing advice, information and referrals around wellness topics. This provides opportunities for home care support and access to clinical, allied health and/or nutritionist assessments and referrals to other providers in the area. It is proposed to maintain the target KPI in FY 2024/25.

**Woollahra Dementia Alliance (WDA)** continued to meet bi-monthly and promote dementia awareness in the community in FY 2022/23 and FY 2023/24 and work toward the WDA's Action Plan. Activities have included awareness events and information sessions including an intergenerational art event at the Woollahra Gallery at Redleaf. Local businesses are provided with support to become more dementia friendly and Holdsworth has committed resources (personnel) to contribute to research being conducted by University of Wollongong, supported by Dementia Australia, on the evaluation of Dementia Friendly Community initiatives. This participation will assist the WDA to improve their work towards achieving the objectives of the Woollahra Dementia Action Plan. It is proposed to maintain the target KPIs in FY 2024/25.

**Woollahra Connect** did not achieve its target in FY 2022/23 and have increased group activities to address this challenge. In FY 2023/24 KPI targets are on track for achievement. The Men's Chat Groups continue to run monthly with an average of 11 people attending per session. The program provides social connections to improve quality of life for socially isolated older residents. It is proposed to maintain the target KPIs in FY 2024/25.

**Family Services** maintained targets in FY 2022/23 and FY 2023/24. Playgroup and Bub Hub have continued to provide opportunities for local families to connect and established evidence based approaches to support the development of children. Intergenerational activity planning took time to establish and events have now been scheduled to achieve the target in FY 2023/24. An e-newsletter is sent out regularly and in December 2023 was sent to 1,232 people (32% open rate). It is proposed to maintain the target KPIs in FY 2024/25.

The Holdsworth Community's 2024/25 funding proposal of \$935,272 is broken into the following five programs:

1. **Navigating the MAC System**

**Outcome:**

To support Woollahra residents to access and understand information about Federal Aged Care funds available to them or their family members and assist them to access services through this system, to best suit their independent living needs.

**Output (KPI):**

Support **450** Woollahra residents.

**Milestones:**

September 2024 – 25% (120 people)

December 2024 – 50% (100 people)

March 2025 – 75% (110 people)

June 2025 – 100% (120 people)

**Budget:**

Funding Covers: Intake and Engagement Coordinator, additional staff for follow up, administration support, marketing and promotion, management support and reporting.

Total Cost: **\$227,327** per year.

## **2. Aged Care Wellness Hub**

### **Outcome:**

To enable older residents of Woollahra to affordably remain living at home while they wait to access Aged Care services funded by the Federal Government, avoiding premature entry into residential aged care or hospital, through monitoring and supporting wellness and safety.

### **Output (KPI):**

Support **156** Woollahra residents.

### **Milestone:**

September 2024 – 40 enrolments

December 2024 – 40 enrolments

March 2025 - 40 enrolments

June 2025 – 36 enrolments

### **Budget:**

Funding Covers: Registered Nurse, Wellness and Groups Officer and Community Support Worker, sub-contracted external Allied Health Services including a Dietician and Physiotherapist. Support Staff for individualised support, administration support and marketing.

Total Cost: **\$250,475** per year.

## **3. Woollahra Dementia Alliance – Action Plan**

### **Outcome:**

To assist in the effective implementation of the Woollahra Dementia Alliance (WDA) Action Plan, enabling residents of Woollahra living with dementia and their families to build informal support networks which enable them to remain living independently in the community they know.

### **Output (KPI):**

- Continue to support the operations of the Woollahra Dementia Alliance through secretariat, coordination and marketing.
- Run a minimum of 4 Dementia Australia training sessions attended by at least 40 residents/staff (in total) of the business community in Woollahra LGA.
- Engage with a range of community facing businesses (and organisations) to raise awareness of becoming dementia friendly business, and pro-actively support their commitment becoming more dementia friendly.

### **Milestones:**

September 2024

- 1 Dementia training session attracting 10 Woollahra residents
- 2 x WDA bi-monthly meetings (July & September)
- Support and engage\* with at least 1 local business to become aware of the process of being dementia friendly

December 2024

- 1 Dementia training session attracting 10 Woollahra residents
- 1 x WDA bi-monthly meetings (November)
- Support and engage with at least 1 local business to become aware of the process of being dementia friendly

March 2025

- 1 Dementia training session attracting 10 Woollahra residents.
- 2 x WDA bi-monthly meeting (January & March)

- Support and engage with at least 1 local business to become aware of the process of being dementia friendly

June 2025

- 1 Dementia training session attracting 10 Woollahra residents.
- 1 x WDA bi-monthly meetings (May)
- Support and engage at least 1 local business to become aware of the process of being dementia friendly

**Budget:**

Funding Covers: Community Engagement Officer, marketing team.

Total Cost: **\$54,524** per year.

**4. Woollahra Connect Program**

**Outcome:**

To connect socially isolated older residents of Woollahra with volunteers who have similar interests in their local community to improve their quality of life.

**Output (KPI):**

- 100 Woollahra residents are “connected” (20 individual connections / 80 connected in group programs).
- Run 10/11 monthly Men’s Chat Groups in 2023/24.

**Milestones:**

September 2024 – 25 people

December 2024 – 25 people

March 2025 – 25 people

June 2025 – 25 people

**Budget:**

Funding Covers: Wellness and Groups Officer, Volunteer Engagement Officer, Support workers, administration, marketing and promotion.

Total Cost: **\$198,220** per year.

**5. Family Services**

**Outcome:**

To provide a safe place for families of young children to connect to others and to information to support a positive parenting experience. Qualified staff provide structured play as well as soft entry for at-risk families to access more targeted support.

**Outputs (KPI):**

This service will provide the following:

- Supported Playgroup – 5 mornings a week.
- BubHub - 3 mornings a week.
- Individual support – through identification and early intervention and referral.
- 40 Woollahra Families supported weekly (on average).
- 4 Intergenerational activities.

**Milestones:**

- Playgroup running at Holdsworth Playground 4 days and Rose Bay Cottage 1 day per week during school term
- BubHub running at Holdsworth Playground 3 days per week during school term
- 4 x Intergenerational activities in collaboration with Woollahra Preschool
- At least 40 Woollahra families supported per week ( average)

**Budget:**

Funding Covers: Registered Nurse, 2 x Family Services Team Leader (job shared role), 2 x Family Support Workers for each session, administration support, marketing and Community Engagement Officer support (for events).

Total Cost: **\$204,726** for the year from WMC + \$47,887 (targeted Early Intervention funding from NSW Department of Communities and Justice) = \$252,613.

**Options:**

Council may resolve in line with the recommendation above to consider funding Holdsworth \$935,272 in the draft 2024/25 budget or Council may choose to resolve in some other manner.

**Community Engagement and / or Internal Consultation:**

Consultation and regular meetings have been held with Holdsworth representatives including (Holdsworth CEO - Jason Malone, Interim CEO – Lyn Ainsworth, Head of Operations – Brooke Norrie, Holdsworth CFO – Rob Lancuba, Family Services & NDIS Manager – Kim Tipoki and Community & Partnerships Officer - Llanos Perez).

In FY 2023/24 quarterly meetings were held on 18 October 2023 & 23 January 2024 and an additional milestones and KPI meeting was held on 13 March 2024.

**Policy Implications:**

There are no policy implications as a result of this report

**Financial Implications:**

In the draft 2024/25 budget, funding has been allocated for Holdsworth Community's annual funding agreement which includes an allowance for a 4.5% CPI increase. The Holdsworth Community funding proposal for the third year of the 2022-2025 agreement is **\$935,272** which can be covered by Council's draft budget.

**Resourcing Implications:**



There are no resourcing implications as a result of this report.

**Conclusion:**

This is the third report in the 2022-2025 funding cycle. Holdsworth and Woollahra Council continue to work in partnership to deliver targeted and valuable services to the Woollahra Community, meeting the gaps between state and federal government as well as ensuring that the most vulnerable Woollahra residents have access to a full suite of services and holistic care.

WMC and Holdsworth have begun setting planning dates for next cycle of funding for the three year agreement: July 2025 to June 2028. Milestones will be reviewed alongside current demand, aspirations and sector changes to ensure the suite of services offered continue to support the unique needs of the Woollahra Community.

**Attachments**

1. Holdsworth Report (FY 2024 2025) Proposal and Holdsworth QTR 2 December 2023 Reports [!\[\]\(472116f6451ae553840da463c6a16a85\_img.jpg\)](#) 
2. Holdsworth Annual & Financial Reports FY2022 2023 [!\[\]\(1aed3d51e4e9dd2c9a51e3823c902632\_img.jpg\)](#) 



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## Introduction

Holdsworth provides a range of services to the Woollahra community, ranging from community transport, meals, social support, Home Care Packages, social groups and activities for seniors and people living with a disability to playgroups for young children.

Holdsworth and WMC have had an ongoing relationship since the 1970s, with WMC contributing funds and supporting Holdsworth to assist them to deliver services to residents of Woollahra.

The history of the relationship between WMC and Holdsworth has been previously documented. However, we have maintained in it this proposal for the benefit of newcomers to WMC as it demonstrates how the evolution of the partnership with Holdsworth, as an independent community organisation, has enabled WMC to better respond to the needs and priorities of its residents. The work of Holdsworth, with the support of WMC to Holdsworth, has resulted in significant additional State and Federal Government funding being attracted to the Woollahra LGA, enhancing quality of life and generating jobs for local residents, representing a return on investment for WMC. The work of Holdsworth, in partnership with WMC, supports the delivery of WMC's **vision for a thriving, inclusive, sustainable and resilient community that will benefit future generations.**

This funding proposal represents the third year of a three-year agreement with WMC. Holdsworth meets quarterly with WMC to review progress against the milestones, promoting transparency and accountability, and demonstrating effective and efficient stewardship of funding by Holdsworth. The reports on the funded projects for 2022-23 and up to Quarter 2 of the 2023-24 funding year are attached to this proposal. They confirm that the five funded programs are progressing well and achieving targets and outcomes. WMC management has advised that WMC would value continuation of the same programs through 2024-25, as the basis for the funding agreement, recognising the need for indexation given the substantial increases in wages and inflation over the past year. This proposal requests an overall uplift in funding of 4.5%. However, the increases in funding vary across the programs based on our experience of delivering the programs, particularly across the 2022/23 FY.

A key area of focus for us over the past 12 months has been creating connections broadly across the community to ensure that Woollahra residents are aware of our services. This has included twice yearly information being provided to practitioners across the local primary health network, regular email updates and the engagement of representatives of the primary health network as members of the Woollahra Dementia Alliance.



During 2024, Holdsworth will be embarking on a strategic planning process which will provide a roadmap for our organisation for the next 3-4 years, as we navigate the substantial reforms that have been identified across all areas of our service provision. We also note the recent work by to develop a child, family and youth strategy and proposed actions by WMC to respond to the key pillars of this strategy. We look forward to engaging with WMC through our next phase of evolution to align our focus and optimise the support made available through WMC.

## 1. History of Partnership

1939:	A children's playground and associated buildings are established on Holdsworth St.
1940:	The playground on Holdsworth St is dedicated to the "Health and Happiness of Future Citizens of Woollahra" by the NSW Premier.
1960s:	An 'Out of School Hours' program is set up by local parents to engage children of working parents who have nowhere else to go.
1970s:	<p><b>The Woollahra Children's and Community Association is formed (1974) with the financial support of Woollahra Council.</b></p> <p>Aim is to provide "crafts, recreation, social and educational facilities for all residents of the area, not only children." Association successfully also attracts State Government funding for services.</p>
1980s:	<p><b>Holdsworth Street Community Centre and Services (HSCCS) is incorporated (1987).</b></p> <p>Services are extended to include programs to support people living with intellectual disability and community transport.</p> <p>Paid staff are engaged including a Centre Coordinator. Wages are paid directly by WMC.</p> <p>HSCCS's WMC funding increases as does NSW Government funding and corporate sponsors (e.g. Lend Lease Foundation).</p>
1990s:	<b>HSCC operates under a Delegation of Authority from Council under section 377 of the Local Government Act and is governed by an annually elected</b>

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	<p><b>Community based Management Committee including two Woollahra Councillors.</b></p> <p>HSCC is now the only generalist community service agency in Woollahra LGA, providing most of the direct services. WMC has no Community Service Department and no policy for providing direct services.</p> <p>Annual Report around 1991: "Holdsworth is now a multi-service centre attracting funding from a variety of sources. HACC funding contract for aged care, transport, disability. Council's funding allowed for growth and the opportunity to attract funding from alternative sources."</p> <p>A Centre renovation occurs, jointly funded by WMC, &amp; CEP (Community Employment Programme) and Department of Local Govt for Capital Works.</p>
2000s:	<p>WMC &amp; HSCCS commence discussions to resolve ill-defined aspects of the delegation agreement including management control, employment matters and liability of WMC. The option for WMC to integrate HSCCS into their own Community Services Team is considered, as is the opposite - a full transfer of operations to HSCCS.</p> <p>HSCCS begins publishing audited, independent financials.</p>
2005:	<p><b>New Funding and Management Agreement between HSCCS and WMC is signed.</b></p> <p>WMC passes the following motion: "Council delegates to the Management Committee of HSCCW Inc, responsibility for the provision of a range of programs and services determined by Council, in accordance with Council's Management Plan, policies and strategic direction."</p> <p>Key features include:</p> <ul style="list-style-type: none"> <li>• HSCCS leases the premises from WMC (with maintenance responsibility);</li> <li>• HSCCS employs all staff;</li> <li>• HSCCS carries all risk;</li> <li>• HSCCS has to provide a strategic plan aligned with WMC's plans;</li> </ul>



	<ul style="list-style-type: none"> <li>WMC allocates funds on annual basis with expectation that HSCCS will continue to seek funding to either replace or supplement WMC's funding.</li> </ul>
2008:	<p><b>HSCCS is registered as a Public Benevolent Institution.</b> In order to achieve this, Holdsworth Family Services Inc is created as a separate entity as family services are not considered eligible for PBI status due to the Woollahra demographic.</p> <p>The HSCCS Management Committee transitions to a Board and WMC Councillors are no longer mandated to be part of the Board but continue to be invited.</p>
2010:	<p><b>New Funding and Management Agreement is signed by WMC &amp; HSCCS</b> giving HSCCS greater independence to determine best use of WMC funding for the community. It is recognised that this independence is vital to attracting other funding which would not be available to an entity 'controlled' by a Local Council.</p> <p>First large NSW Government (ADHC) funding tender is won by HSCCS for aged care social support and transport. HSCCS funding increases by 30% and funding contract for aged care is applicable to people living in all 5 LGAs (Woollahra, Waverly, City of Sydney, Randwick, Bayside).</p>
2012:	<p><b>HSCCS takes on WMC Meals on Wheels service and accompanying ADHC funding.</b></p> <p>Plans for joint (WMC and HSCSS) renovation of Gaden premises commence.</p>
2014:	HSCCS takes on lease of Gaden, opening it as a community centre and social enterprise cafe.
2015:	Holdsworth Family Services Inc is wound up as this separate entity was no longer required to preserve Holdsworth's PBI status.
2016:	Holdsworth registers as a Company Limited by Guarantee and renamed Holdsworth Community Ltd (HCL).
2019:	<b>New Funding Agreement is signed by WMC &amp; HCL</b> including more specific reference to HCL service delivery, WMC recognition and reporting requirements.



	WMC grants HCL an additional \$50,000 grant as seed funding to launch its HomeShare service.
2021:	<p>HCL has grown to a multi-service provider of services with a budget of approximately \$7million.</p> <p>HCL is a registered and accredited NDIS and Home Care Package provider with a Federal Aged Care contract worth more than \$2.5million per annum and three State Government funded contracts valued at a total of \$700k.</p> <p>HCL launches a new Strategic Plan:  <a href="https://holdsworth.org.au/wpcontent/uploads/2021/06/Strategic-Plan-2021-24.pdf">https://holdsworth.org.au/wpcontent/uploads/2021/06/Strategic-Plan-2021-24.pdf</a>  and Theory of Change:  <a href="https://holdsworth.org.au/wpcontent/uploads/2021/06/Theory-of-Change-2021-24.pdf">https://holdsworth.org.au/wpcontent/uploads/2021/06/Theory-of-Change-2021-24.pdf</a></p>
2022:	<p>Covid-19 Pandemic – Holdsworth operations were significantly impact by the pandemic. Group activities were unable to be held. Holdsworth had a \$421K deficit for the financial year which was funded by a special purpose fund established with Federal Government pandemic funding.</p>
2022-23 & YTD 2023-24:	<p><b>Years 1 &amp; 2 of the Funding Agreement between WMC &amp; Holdsworth</b></p> <p>Post pandemic – Holdsworth continues to grow with an 14% increase in client numbers across Aged Care. Our revenue for the current year is expected to be in excess of \$10M.</p> <p>Holdsworth achieved outstanding outcomes in the comprehensive Aged Care Commission audit in July 2023, reflecting our commitment to excellence in service delivery.</p> <p>During the second year of the WMC and Holdsworth contract, we have, in consultation with WMC, refined our processes and improved reporting. We are confident that this year will see us continue to achieve good outcomes through our programs which are innovative, responsive and enhance well-being and connection by filling gaps in the current funding environment. Holdsworth has invested in the implementation of a new CRM operating system (AlayaCare) which will enhance the experience of both clients and staff. The WMC programs</p>



are largely operating to budget. We do continue to experience funding challenges with the CHSP and NDIS funded programs. These may be addressed as the reforms in both areas are implemented by Federal Government. During Quarter 1 of the current year, Holdsworth ceased providing the HomeShare program, and NDIS individual support as they were financially unsustainable and ongoing subsidisation could jeopardise our capacity to maintain other important programs. While we are forecasting a negative financial result for the current year, reflecting our systems investment, we continue to focus on reviewing operations to minimise the impact of this, without compromising the quality of services that underpin our reputation in the community, while preparing for the major reforms on the horizon, particularly in relation to Aged Care.

## 2. Woollahra Demographics

Key features of the Woollahra LGA population (Woollahra Social and Community Plan 2018-30; 2021 Census Data):

- 20.9% of **residents are aged 65 years and over** 10% with **profound or severe core activity limitations** and in need of assistance in their day to day lives.
- Over 10% of people living in Woollahra LGA provide **unpaid assistance** to a person living with a disability, health condition or due to old age.
- 86% of people living in Woollahra over 65 years old are **living with a long-term health condition**.
- More than 10% of people living in Woollahra LGA provide **unpaid assistance** to a person living with a disability, health condition or due to old age.
- 26.9% of residents live in **lone-person households**.
- 47% of Woollahra residents **moved into the area in the past 5 years**.
- 4.6% of the population is aged **0-4 years**.
- 15% of the **local workforce are community workers for local residents**, many living locally.



### **Woollahra Council Priorities**

The programs that Holdsworth delivers through funding made available by WMC reflect our shared commitment to community vision articulated in the "Woollahra 2032 Community Strategic Plan".

*"We are committed to ensuring that Woollahra is thriving, inclusive, sustainable and resilient community for the benefit of all now and into the future."*

To this end, the funded programs not only support people of all ages and stages, but we proactively look for connections across the community and across generations, reflecting and supporting Social Pillar of "Woollahra 2032":

*"Our community wellbeing is dependent on our social connections and our sense of community. Building community harmony is about having a sense of belonging and feeling welcomed. People do not exist in isolation. Strong networks including families, neighbourhoods, community groups, cultural organisations, churches, government agencies and businesses are essential building blocks of our community. Community wellbeing is influenced by sense of connection with community and place."*

We look forward to working with WMS to create a sense of place and connection, that enhances well-being, safety and inclusion. The outcomes that Holdsworth supports WMC to achieve include:

#### **Goal 1: A connected, harmonious and engaged community for all ages and abilities**

**1.1** Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

#### **Goal 2: A supported, enabled and resilient community**

**2.1** Build strong and respectful connections with partners so that we can enhance and protect our local area and quality of life.

**2.2** Understand needs of our community so that we can facilitate access to support and services.

#### **Goal 3: A creative and vibrant community**

**3.1** Promote opportunities for innovative, creative and cultural initiatives that support the community.



In support of these outcomes, Holdsworth currently delivers the following services funded by WMC:

- Navigating the MAC
- Aged Care Wellness Hub
- Woollahra Dementia Alliance
- Connect Program and Men's chat group
- Family Services Supported Playgroup

Outside of WMC funding Holdsworth delivers the following services to the community:

- Aged Care:
  - Home Care Packages
    - Care & Package management
    - Community nursing
    - Participation in Social Support groups
    - Supports and services allocated are outlined in a client care plan, within an individualised budget and tailored specifically to meet a client's needs. This could include group, one to one supports or aids and support to maintain a safe home environment.
  - Commonwealth Home Support Program (CHSP):
    - Community Transport
    - Meals
    - Social Support – group
    - Social Support – individual
    - Domestic Assistance
    - Sector Support & development
    - Wellbeing groups
- Disability Services:
  - NDIS – groups
  - NDIS – Support co-ordination
- Family Services
  - Targeted Early Intervention funded by Department of Communities and Justice

### 3. Economic uplift to the LGA through Holdsworth's programs

More than 65% of Holdsworth's clients live in Woollahra LGA, so that around \$7M of Holdsworth's revenue, sourced from State and Federal Government and philanthropy, is injected into the local economy through support services. While funding to Holdsworth from

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WMC has remained relatively flat over the past two decades, the increase in funding attracted to the LGA has increased 7- fold.

In addition, residents of the LGA receive additional direct funding available for expenditure on necessary supports and services outside of Holdsworth. We estimate that in excess of \$5M is made available to local residents annually through Aged Care packages, which they spend in local businesses and professional services, so social and economic benefits go hand in hand.

Holdsworth now employs more than 120 people, many of whom live locally and are likely to spend a considerable proportion of their income locally.

#### 4. Employment Opportunities

Holdsworth's presence in the heart of Woollahra LGA increases local employment opportunities for residents. Currently, 24% of Holdsworth staff live in the Woollahra LGA and value the lifestyle that affords to them. As our workforce has continued to grow, we aim to employ staff who understand and have knowledge of the local area. This offers more genuine connection and maximises the opportunity for Woollahra residents to participate in local community activities and events. Holdsworth has collaborated closely with WMC on supporting those with mobility constraints or special needs to engage with local libraries, events and festivals through their skilled staff and drivers.

Our volunteers play a significant role in maintaining a high-quality service and ensuring our program delivery can continue, Holdsworth currently has over 65 volunteers engaged in the services and programs we deliver. Covid-19 impacted severely on volunteering rates. However, we are fortunate to have a stable workforce of Volunteers, who continue to support the community in a range of our programs including meals on wheels, groups and companionship. This is an opportunity for people of all ages to connect with meaningful activity, as well as build skills which support qualifications and future paid employment.

Holdsworth supports more than 1500 people in Woollahra with supports for daily living. Many of these participants have carers and family members who rely on access to our services to successfully maintain their own employment. With an ageing local population, the plight of carers to support their loved ones while maintaining secure income for themselves is a significant issue for Woollahra's residents.

In February 2023 Holdsworth was awarded The Voice Project's "Best Workplace 2023 award". To be eligible for this, Holdsworth needed to exceed the criteria of 80% or above



staff satisfaction (we achieved 85%) or outperform industry benchmark by 10%. We achieved both criteria in our recent employee survey.

In 2023, Holdsworth supported 16 staff to further their training and development and achieve nationally accredited qualifications, ensuring our workforce has robust skills and experience in the community sector. We achieved this by partnering with ARC training and leveraging available Government training subsidies.



## 5.Community Value

In November 2023, Holdsworth conducted an anonymous Customer Satisfaction Survey to measure the impact we have in the community. With more than 200 responses, we were able to benchmark our performance against industry best practice as well as gather the views of our clients about how we can continue to serve them well.

The feedback was overwhelmingly positive, reflecting the value that Holdsworth provides to the local community. The survey included clients from all services across Holdsworth. Respondents identified the care, attentiveness and respect our team extends to all. Our team members were described consistently in feedback as 'caring,' 'friendly' and 'respectful,' and great at listening to a client's point of view.

*"I like everything about Holdsworth - their carers are kind, patient, respectful, encouraging, supportive, capable, and compassionate. The admin staff are responsive, respectful and always quick to communicate. Executive and nursing staff show intelligence and genuine care and concern when helping solve problems that arise. No complaints. Only praise and gratitude from me,"* said one survey respondent.

*"The carer allocated inspires trust in his ability to keep my partner safe while on an outing,"* said a survey respondent.

Another respondent said they particularly liked *"the kindness and attention I receive at wellness group and my support person. I now feel I can stay in my own home."*





## 6. Holdsworth Funding Proposal FY24/25

For 2024/25 Holdsworth proposes to maintain and enhance the current suite of programs funded by WMC as they represent a sound investment for WMC in creating important social outcomes for residents as detailed below. Based on financial analysis of the programs to date, we have determined that we can provide the programs with an overall increase of 4.5% on 2022-23 funding. However, we will seek to reallocate the funding across the programs.

The primary cost of delivery of the programs is staff salaries and oncosts. There was a significant rise in salaries for Aged Care workers at the commencement of 2023-24, as well as an unprecedented increase of 5.75% awarded by the Fair Work Commission. We are awaiting the outcome of the long-running work value case in the Commission that may result in further substantial wage increases.

The other significant cost increase, particularly in relation to the Wellness Hub, is the provision of allied health supports.

### 6.1 Navigating the MAC System

#### Key Outcome

*To support Woollahra residents to access and understand information about Federal Aged Care funds available to them or their family members and assist them to access services through this system, to best suit their independent living needs.*

#### The Need

Older people living in the Woollahra LGA, particularly those without family networks, living alone, with limited access to the community or living with dementia, as well as their families, currently struggle to access and navigate the Commonwealth Government funded Aged Care System – called 'My Aged Care' (MAC). The Council on the Ageing (COTA), through its submission to the Royal Commission into Aged Care Quality and Safety, identified that older Australians prefer personal engagement (face-to-face) and the existing entry point to Aged Care funding is neither inclusive nor accessible.

The MAC system is an online platform and phone service intended to be the entry point for all eligible Australians to aged care services – including home care, community care and residential aged care. Without information about the funding and subsidised services which are available to people aged 65 and older, and support to register, many Woollahra



residents rely on either carers (who also find the system challenging), pay for services privately at significant expense, or prematurely enter hospital or residential aged care facilities. At worst, they struggle on without support, at high risk of injury or premature death.

In addition to the additional cost of care, many family members need to forgo their own employment in order to take on the role of carer. This identified gap therefore not only impacts older people but has a wider impact on the quality of life, and health and wellbeing of families across the LGA.

Achievements to date:

The need for this type of support is reflected in the demand:

- In FY22-23, the Navigating MAC program supported over 300 people to better understand the My Aged Care system and to access services funded by the Federal Government.
- To date, in FY23-24, Holdsworth has already supported over 300 people with Navigating MAC in Q1 and Q2 alone.

Through “Navigating the MAC”, Holdsworth provides people with education about what is available through the Aged Care system, supports them to connect with MAC and services, and provides advice on how to go about accessing services. The approach is individualised approach to each person seeking support and can include face-to-face discussions, online video conferencing (mainly taken up by families), phone calls, education sessions at various locations across the LGA and home visits. 76% of those supported to date were new to the My Aged Care system. We ensure that information and support provided is accessible and relevant for the individual. There is no other provider of this service in the Woollahra LGA.

**The Service**

People access this service offered in three main ways:

- i. Through our local networks of hospitals, GPs and other local partners, Woollahra residents looking for support for themselves, their family members or even their neighbours, are referred to us. Some also contact us as a result of promotion in local print media or online, including information on Woollahra Council’s website. Our Intake and Engagement Coordinator spends time understanding the person’s individual circumstances and sharing relevant information about funded service options available for that person. This is followed by ongoing engagement to

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practically connect people to the My Aged Care portal and follow up on assessments and codes required in order to access support.

ii. Holdsworth hosts public sessions at the Wellness Hub, Double Bay Library, Gaden and Holdsworth offices, taking bookings from people and their carers who need support either accessing, navigating or resolving issues with the My Aged Care system. These sessions run for an hour each, are well promoted across the community and have been extremely popular.

iii. Holdsworth also offers 1:1 sessions which may include a home visit at a suitable time to the client/their family members, aiming to support them through the process and provide the information they may require.

Commonwealth Aged Care funding is not available to cover the cost of this work. Without Woollahra Council funding, it would not be possible for Holdsworth to provide the staff with time to help local residents in this way.

As noted above, helping people to access the Aged Care supports they need within the community, impacts positively on their quality of life. It also provides an economic benefit to the community which is summarised later in this submission.

#### **Proposed Outputs 2024-25**

Target: To support at least 450 Woollahra residents (25% are estimated to be living with dementia). Based on our experience to date, this support requires an average of six (6) hours per person supported and can include up to three meetings with people and their families as well as research and follow up on the phone, and liaison between My Aged Care in liaison with the client and their family.

This target has increased year on year, from 300 residents in 2022-23 and 400 residents in the current year, reflecting the need for and value of the program.

#### **Milestones:**

- September 2024 – 25% (120 people supported to Navigate MAC)
- December 2024 – 50% (100\* people supported to Navigate MAC)
- March 2025 – 75% (110 people supported to Navigate MAC)
- June 2025 – 100% (120 people supported to Navigate MAC)

(\* Somewhat reduced due to Christmas period.)



### Funding Request

To enable Holdsworth to continue to provide this service, we request an uplift of 6.3% on the 2023-24 funding, for a WMC contribution of **\$227,327**.

The funding covers:

- Holdsworth's Intake and Engagement Coordinator (1 FTE)
- Additional staff for follow up
- Admin support, marketing and promotion, management support and reporting.

Return on Investment: In return for this investment by WMC a Woollahra resident may access CHSP funding (average of \$3,900 per year) or a Home Care Package (\$10,271 to \$59,594 per year), supporting them maximise independence and quality of life.

### 6.2 Wellness Hub

#### Key Outcome

*To enable older residents of Woollahra LGA to affordably remain living at home while they wait to access Aged Care services funded by the Federal Government, avoiding premature entry into residential aged care or hospital, through monitoring and supporting wellness and safety.*

#### The Need

The wait time for accessing a Home Care Package can be six to eighteen months. It is impacted by the level of care required, the availability of packages in each area (a bureaucratic decision) and the person's specific circumstances. Higher-level packages typically have longer wait times than lower-level packages, with some higher-level clients being placed on a lower-level interim package.

People waiting for a Home Care Package may be able to receive limited funding through the Commonwealth Home Support Program (CHSP). CHSP Providers are only able to deliver service types and quantities stipulated in their CHSP referral as outlined by a Regional Assessment Service (RAS) assessor. Holdsworth currently has a CHSP contract for social support, wellbeing groups, meals and transport. CHSP does not provide holistic case management for the recipient – a key part of a Home Care Package. During the waiting period, those with more complex needs vitally need advice to develop an effective care plan and respond to their changing needs.



This systemic gap impacts not only on the older residents of Woollahra who are not able to get funded supports, but their families and carers who may be providing support to their family member themselves or are paying privately to ensure their family member does not prematurely enter hospital or residential aged care.

### **The Service**

Holdsworth's Wellness Hub supports three groups of people:

- a) People who are new clients to Holdsworth who have no aged care services in place. They may be referred, respond to our promotion, or may have been supported through Navigating the MAC. They have not had an aged care assessment and typically may be waiting for an assessment to occur. The wait times are long. About one third of Wellness Hub clients fall into this category.
- b) Clients who have limited CHSP funding and who are waiting for upgrade to a Home Care Package, including appropriate assessments. The wait time for ACAT or RAS assessments can be as long as six months currently. The Wellness Hub enables early assessment and intervention for this group and referral to some initial allied health services. It can also assist in advocacy for the person in relation to their Home Care package. About one third of Wellness Hub clients fall into this category.
- c) Clients who have a level 1 or 2 Home Care package and have been assessed as eligible for Level 3 or 4, reflecting their increased needs, but on the waiting list and so do not have access to funded assessment and referral through Home Care in the meantime. The wait time for increase from Level 2 to Level 3 is currently typically around 9 months. Without assessment and some intervention, a person can experience significant decline in that period. About one third of Wellbeing Hub clients are in this category.

The Wellbeing Hub enables older people waiting for a Home Care Package, including those on CHSP, to access a holistic assessment, ongoing case management and a capped amount of nursing and personal care support through Holdsworth until they are offered their Home Care Package from the Federal Aged Care system. Holdsworth offers Wellness Support, via a drop-in service at Gaden (with Transport), providing advice, information, assessment and referrals around Wellness topics for older people in Woollahra. This provides older people on the waitlist for home care the opportunity to access initial clinical, allied health and/or nutritionist assessments, as well as access individual or group support. We also connect all Wellness Hub clients to our Navigating MAC service to ensure they have an in-depth understanding of what is available to them and that they can leave the Wellness Hub connected to services for their future. We also offer referrals to other



providers in the area. Recognising the importance of connection for wellbeing, we offer participants the opportunity to attend our other group activities.

The program incorporates use of the Personal Wellbeing Index (PWI), which can provide a quantitative measure of improvement or diminution in wellbeing across a range of domains. The evaluation at beginning and end of the programs assists in identifying risks for the individual, including deterioration during the waiting time, and supports improved planning and allocation of funding once received. It has not always been easy to undertake the reassessment and it cannot be expected that all elderly participants will experience an improvement in the PWI score.

Holdsworth intends to work with WMC to consider alternate measures, reflecting a program logic, for FY24-25.

Achievements to date:

Holdsworth commenced the Wellness Hub in 2022-23 and with the ongoing support of Woollahra Municipal Council, we have continued the program in 2023-24. In the first year, 2022-23, 160 people accessed the Wellness Hub. Holdsworth supported them to understand what was available to them, introduced them to care and other services and facilitated conversations with Holdsworth's Community Nurse and other Allied Health professionals.

One of the challenges experienced that was unforeseen, was the difficulty in maximizing the re-assessment at the end of the program so much of this work was undertaken in Q1 of 2023-24. We also recognised that there will always be a cohort of people who are not able to be reassessed due to cognitive decline, transition to residential care, relocation outside the LGA to be close to family, and passing. Our PWI outcomes reports for FY22-23 showed that 1/3 of those reassessed had made an improvement over the course of the wellness hub, and 1/3 showed an overall decrease of improvement. For 2023-24 we are drilling down further into each component of the PWI to better understand and respond to the individual needs of clients.

At the end of Q2 2023-24, we had 97 seniors participating in the program (62% of the annual target). We have structured the program so that participants who have commenced by the end of Q3, will have their reassessment, evaluations and ongoing referrals completed by end of Q4. Those who may commence in Q4 would be carried over to the 2024-25 client group for reassessment and ongoing referral.



This service has been highly valued by attendees. For 2022-23, our feedback forms indicated that 95% of participants were very satisfied with the wellness hub program and would recommend it to others.

#### **Proposed Outputs 2024-25**

Target: To support at least 156 Woollahra residents to commence the program across the year.

We will intake clients progressively each quarter, with reassessments undertaken at the end of each 12 week program. We aim have an end to end evaluation of at least 75% of participants. As noted above, due to the demographic of those participating, there will always be a number of clients who are unable to return to the Wellness Hub due to deterioration of health, change in circumstances, passing away or going into permanent residential care. We recognise that there may be people seeking to commence the program in Q4. For those who commence in Q4, much of their program will occur in 2025-26, so their reassessment and close out would be undertaken in Q1 – Q2 2025-26.

#### **Milestones:**

- September 2024 – at least 40 new client enrolments (25+% of target)
- December 2024 – at least 40 new client enrolments (50+% of target) + 20 re-assessments and clients closed out.
- March 2025 – at least 40 new clients enrolled (75+% of target) + 40 reassessed and closed out.
- June 2025 – at least 36 new clients enrolled (100% of target) + 50 clients reassessed and closed out.

Newcomers to the program in Q4 will not have completed the program by end of FY.  
Subject to funding in 2025-26, Holdsworth will continue and finalise their program through Q1 2025-26

#### **Overview of the Service:**

##### Week one: Wellness Hub Welcome Session

Six to ten clients per session. The sessions run fortnightly on Wednesday at Gaden Community Centre between 9.30am -12.30pm

The sessions include:

- Transport to and from venue.



- Initial and individual private assessment with clinical nurse
- Soft exercise class e.g. chair yoga (30-45min)
- Cognitive exercise is available
- Lunch & learn session with our Dietician or Physio (30min) on the importance of food and movement.
- Our Intake and Engagement Coordinator is on-hand and supports all Wellness Hub clients to navigate the My Aged Care portal queries.

Weeks two to eleven: one-on-one individual support

Tailored to each client following assessment session with Holdsworth's Community Nurse (RN). Support can include a selection from in-home support, nurse, physiotherapy, social activities, meals, soft exercise classes, nutrition program with a dietician, other allied health support.

Week twelve: Wellness Hub Evaluation & Conclusion Session

Participants may attend a second and final wellness hub at the end of the program. 6 to 10 clients per session. Sessions run at Gaden Community Centre between 9.30am -12.30pm

The sessions include:

- Transport to and from venue.
- Follow up individual private assessment with clinical nurse
- Soft exercise class e.g. chair yoga (30-45min)
- Cognitive exercise is available
- Lunch and follow up session with our Intake and Engagement Coordinator to support participants navigate their support at the conclusion of the program to ensure continuum of care.

Progress of other clients who do not attend the Wellness Hub sessions in person can be done via phone or visit.

**Funding Request:**

To enable Holdsworth to continue to provide this service, we request an uplift of 7.0% on the 2023-24 funding, for a WMC contribution of **\$250,475**.

This funding supports the costs of the team required to deliver the Wellness Hub:

- Registered Nurse who conducts clinical assessments of each client at both Wellness Hub sessions and provides 1:1 community nursing support if need is identified.





- Wellness and Groups Officer and Community Support Worker who help to plan and facilitate the sessions.
- Sub-contracted external Allied Health Services including a Dietician and Physiotherapist.
- 1:1 supports on an individualised program tailored to meet the needs of each client, based on the assessment and review following the first Wellness Hub session.
- Admin support and Marketing.

It should be noted that for 2023-24, Holdsworth expects to contribute around \$50K of its reserves to this program, given the considerable number of clients to be supported. This is not sustainable on an ongoing basis. No additional funding is available through State and Federal Government to cover the shortfall, other than indexation under current funding arrangements.

### 6.3 Woollahra Dementia Alliance – Action Plan

#### Key Outcome

*To assist in the effective implementation of the Woollahra Dementia Alliance (WDA) Action Plan, enabling residents of Woollahra living with dementia and their families to build informal support networks which enable them to remain living independently in the community they know.*

Holdsworth will support the following objectives of the WDA Action Plan:

**Aim 1:** *Ensure that people living with dementia are included in the aims and activities of the Alliance:*

- by recruiting, attracting and connecting with people living with dementia with the interest and skills to join the Woollahra Dementia Alliance and provide direct input to the Action Plan;
- by attending the newly established Dementia Australia Community Practice to share and learn from other communities the best practice when engaging people living with dementia.

**Aim 2:** *Build capacity, understanding and awareness of dementia in the community:*



- by becoming a recognised Dementia Friends Host via Dementia Australia training and running these sessions for residents and the business community in Woollahra LGA;
- by attending WMC public events where appropriate to provide information re Woollahra councils Dementia Friendly Community status and the services available in the LGA for people and their carers living with dementia

**Aim 3:** *Enhance opportunities for people living with dementia, and their carers to participate in community life.*

- Over the course of the year, approach cafes and other community facing groups across Woollahra LGA to encourage all staff that work there to undertake Dementia Friends training and encourage them to become dementia-friendly organisations

#### **The Background and Need**

Woollahra has a high and growing percentage of residents aged 65 and over. Dementia Australia reports that in 2016 dementia became the leading cause of death of Australian women and estimate that three in 10 people over the age of 85 and almost one in 10 people over 65 have dementia. This means it is likely that more than 1000 Woollahra residents are living with dementia and this number will rise. Commencing dementia specific support in 2010, Holdsworth continues to be the only Woollahra service provider to deliver support services to people living with dementia in their own homes.

In January 2019, the Woollahra Dementia Alliance (WDA) was created, building on the work done by Holdsworth to make its community 'Dementia Friendly,' according to the guidelines of Dementia Australia. The purpose of WDA is to educate the wider community about dementia and build informal networks to support people living with dementia and their families to maintain safe and healthy lives at home. WMC initially facilitated the group and engaged a range of stakeholders including police, hospitals, aged care service providers, doctors, and businesses.

Under the current funding agreement with WMC, Holdsworth provides the secretariat and coordination of activities and events, and has proactively developed successful grant submissions to Dementia Australia and the Uniting Church, augmenting the funding provided by WMC and increasing the capacity to run events.



In 2022-23, Holdsworth held a Dementia Awareness week on Queen St to raise awareness to businesses and local residents in the Woollahra LGA. As part of this, we began working intensively with a number of businesses to educate them on becoming dementia friendly and worked with Dementia Australia on putting together a simplified toolkit to support them through this process. An education session has been provided each quarter over FY23 and FY24 to date, at locations in the LGA to inform residents and businesses about different aspects of dementia. Holdsworth is fortunate in having Dr Allan Shell as a Director, who chairs the WDA. Dr Shell is a local GP, now retired, who has committed his career to the support of people with dementia and is a recognised expert.

Holdsworth has currently committed resources (personnel) to contribute to research being conducted by University of Wollongong, supported by Dementia Australia, on the evaluation of Dementia Friendly Community initiatives. Feedback, resources and tools from engagement in the research will be provided to the WDA to improve their work towards achieving the objectives of the Woollahra Dementia Action Plan. This funding helps support the administration and execution of the WDA Action Plan.

Achievements to date:

Over the course 2022-23, Holdsworth facilitated 7 education sessions and 2 events as well as developing opportunities and partnerships with local hospitals, Eastern suburbs police services, social workers and carer gateway. To date at end of Q2 in 23/24, our successes have included working intensively with 7 local businesses towards becoming dementia friendly. We have facilitated 2 information sessions and 1 intergenerational event at the Redleaf art gallery.

It is challenging to progress the actual transition of businesses to become an accredited dementia friendly organisation under Dementia Australia requirements, given the extensive commitment to staff training and the cost required. We propose that for 2024-25, we will provide broader based education and engagement with businesses to support them to reach realistic and achievable milestones, in line with Dementia Australia expectations. We will also further discussions with WMC in relation to developing local recognition of businesses making the commitment, even though they may find it difficult to achieve the very high benchmarks sets by Dementia Australia.



### **Proposed Outputs 2024-25**

#### Targets:

- Continue to support the operations of the Woollahra Dementia Alliance through secretariat, coordination and marketing of 6 meetings across the year, held bi-monthly including communication with existing members, attraction of new members, building relationships, promoting and coordinating events, management of minutes and action items, liaison with WMC.
- Run a minimum of 4 Dementia Australia training sessions (1 each quarter) attended by at least 40 residents / staff (in total) of the business community in Woollahra LGA; and
- Engage with a range of community facing businesses (and organisations) to raise awareness of becoming dementia friendly business, and pro-actively support initiatives that reflect their commitment becoming more dementia friendly.

#### **Milestones:**

##### September 2024 –

- 1 Dementia training session attracting 10 WMC residents
- 2 x WDA bi-monthly meetings (July & September)
- Support and engage\* with at least 1 local business to become aware of the process of being dementia friendly.

##### December 2024 –

- 1 Dementia training session attracting 10 WMC residents
- 2 x WDA bi-monthly meetings (November)
- Support and engage with at least 1 local business to become aware of the process of being dementia friendly.

##### March 2025 –

- 1 Dementia training session attracting 10 WMC residents.
- 1 x WDA bi-monthly meeting (January & March)
- Support and engage with at least 1 local business to become aware of the process of being dementia friendly.

##### June 2025 –

- 1 Dementia training session attracting 10 WMC residents.
- 2 x WDA bi-monthly meetings (May)



- Support and engage at least 1 local business to become aware of the process of being dementia friendly.

\* Support and engagement with businesses involves a number of discussion sessions with the business owners and staff to help them understand the nature of dementia and simple ways that they may be able to make changes within their business to be more dementia-friendly. Some initiatives may include advising on changes to physical layout, developing dementia friendly menus for cafes, briefing staff on communicating with people with dementia.

Note: Dates of WDA meetings may vary to meet the needs of members.

### **Funding Request**

The request is for funding in the sum of **\$54,524**, being a 3.8% increase on 2023-24 funding, to support the costs of the following personnel (noting the significant increases in wage costs over the past year:

- Holdsworth's Community Engagement Officer,
- Holdsworth's Marketing team and admin support.

Holdsworth further contributes directly through the support of the Head of Operations, CEO and Clinical staff.

## **6.4 Woollahra Connect Program**

### **Key Outcome**

*To connect socially isolated older residents of Woollahra with volunteers who have similar interests in their local community to improve their quality of life.*

Holdsworth's Woollahra Connect Program incorporates WMC's Friendship Program established during COVID 2020 lockdown, which is not specifically focused on older people. The coordination of the Men's Chat Group was also transferred to Holdsworth as a part of the broader Woollahra Connect Program.

### **The Need**

Based on Census data, Woollahra is home to more than 2500 older people who live alone. Holdsworth connects with many of these people, who often have no local family and may have outlived their friends and networks. Some are also living with dementia or other health issues which limit their ability to leave the house without support.



Social isolation is a significant issue for these older Woollahra residents who want to remain living independently, impacting both mental health and physical wellbeing. Studies have shown that socially isolated older people are 60% more likely to use emergency services and they are twice as likely to be prematurely admitted to residential aged care.

At the same time, Woollahra has a high proportion of residents who are new to the area. Coming from overseas or elsewhere in Australia, many seek the sense of belonging which comes from a connected community.

### **The Service**

The Woollahra Connect program focuses on delivering three different targeted programs to meet the diverse needs and preferences of participants:

- 1:1 individual support – Volunteers are connected to Connect clients, matched according to preference and shared interests, fostering connection and friendship.
- Connect groups - A range of interest / hobby-based groups are facilitated by our volunteers.
- Men's chat group – Focusing on a guest speaker of interest, the monthly groups engage men to connect with like-minded people. The topics and speakers are varied, largely selected or endorsed by the group and newcomers are made to feel welcome.

All these programs support improved social connection through giving seniors a stronger sense of belonging, which translates into better physical, mental and emotional health. Through connecting with others in a group setting or on a 1:1 basis, Woollahra residents are able to build friendships, socially engage and connect to other who share similar interests or have a common desire to connect with others. Through building these social connections, we are helping seniors to maintain their sense of belonging which has positive impacts for their overall health.

### **Challenges F22-23**

In the first year of this program, while the Men's Chat Group which was established and previously run by WMC ran successfully. Holdsworth supported only 41 residents against the KPI target of 100, across groups and individual support. A number of factors contributed:

- It was difficult to recruit volunteers as we emerged from the Covid-19 pandemic environment.



- We discovered that the database of potential clients provided by WMC included many residents from outside the LGA, so we had to recommence promotion of the groups and 1:1 opportunity.
- It took some time to recruit a suitable person to take on the development, promotion and operation of the program, including engaging with participants to ensure that groups are created that suit their interests.
- In 2022-23, 41 local residents participated in Connect groups and 1:1 supports.
- We have been able to transform the program into a vibrant and valued support through 2023-24 and that is reflected in our performance year to date for 2023-24.

#### Achievements

Holdsworth has successfully delivered Men's chat groups each month excluding December with a successful average of 10-15 participants at each event over 2022-23 and 2023-24 YTD. In fact, in February and March we saw an increase in numbers to more than 20 for each event and we have mapped out a program for most of calendar year 2024. We have a database of 57 people who are regularly invited, as well as broader community promotion. Our topics are diverse, with recent ones including:

- The Voice to Parliament
- Refugees and criminal law
- The life of an Artist
- Understanding contemporary policing.

While some speakers volunteer their time, we have also identified the need to pay some presenters for their valuable time..

We have successfully established 18 individual connections where volunteers are providing 1:1 supports. However, we continue to find it challenging to match new volunteers and clients due to a shortage of volunteers since the Covid-19 pandemic.

We now have 6 Connect groups running across three days. Our groups offer tai chi, arts and crafts, walking and technology. We have had a recent request to establish a knitting group. All the groups are supported by a regular volunteer appointed as well as our Coordinator and support workers as required. We currently have 86 people participating in the groups, the youngest being 75 and the oldest 94. Our volunteers range in age from 40 "something" to late 80s. We aim to continue expanding what we can offer, subject to having the resources to support and sustain the group.



### Proposed Outputs 2024-25

#### Targets:

- At least 100 Woollahra residents are “connected” (20 individual 1:1 connections & 80 connected into our group programs) across the year. This will include ongoing and new connections.
- At least 11 Men’s Chat Group Sessions with attendance of 100 across the year. (The December group will run if sufficient interest in attending.)

#### Milestones:

- September 2024 – 5 x 1:1 support and 20 connected to Groups + 3 Men’s chat groups (held monthly)
- December 2024 – 10 x ongoing 1:1 support and at least 40 connected to Groups + 2 Men’s chat groups
- March 2025 – 15 in total 1:1 support connections created and at least 60 people engaged in Groups + 2 Men’s chat groups
- June 2025 – 20 people have been supported to develop 1:1 connections and 80 people have been engaged with Groups + 3 Men’s chat groups

### Funding Request

Funding required to support this program for 2024-25 is an increase of 4.0% on the current funding for a total of **\$198,220**.

This funding supports the costs associated with the Program including:

- Wellness and Groups Officer
- Volunteer Engagement Officer
- Support Workers
- Administration and Marketing and Promotion.

### 6.5 Family Services

#### **Key Outcome**

*To provide a safe place for families of young children to connect with others and to get information to support a positive parenting experience. Qualified staff provide structured play and informal conversation and information which also provides for early identification and referral for at-risk families to more targeted support.*





### The Need

WMC data identifies that there are more than 1300 little residents aged 0-4 year across the LGA. Both they and their parents will benefit from meaningful connections with other parents and support from a local centre they can go to, knowing they can access advice and information, in an environment that is accessible and non-judgemental, and where “fun” is the focus. We know anecdotally that many local families do not have strong support networks on hand, and miss the opportunity to engage, especially with grandparents. There are limited opportunities and safe places in the wider community where generations can engage and connect. Intergenerational activities have demonstrated positive outcomes for the three generations involved – young children, their parents and older residents of a community (especially those living with dementia).

There are no family services in the Woollahra LGA that offer a similar experience and opportunity for families to connect in with qualified staff on topics such as child development, healthy eating and mental health support for parents and carers.

While there are crisis support services in the Woollahra LGA to support parents fleeing domestic violence or dealing with financial abuse, it is common for there to be stigma and/or safety concerns in reaching out for help when they need it. Having a safe, comfortable and welcoming place for families to share experiences and build relationships helps at-risk parents to connect in with targeted intervention services before situations reach crisis point. It supports confidence in parenting for all and can be a place for blossoming interpersonal relationships and friendships within the community.

### The Service

**Playgroup:** The Holdsworth Playgroup has run every morning during school term in the Holdsworth Playground since the 1970s, extending to include Rose Bay Cottage in 2023-24. The program uses evidence-based approaches to support the growth of 0–5-year-olds through creative play experiences which develop skills for learning. The Playgroup is enhanced by a diverse range of toys and activities including craft, storytelling, dress ups and singing. Parents are encouraged to mingle and chat, as well as engage in activities with their child, to model how those positive interactions can be replicated at home. Experienced staff float and through informal conversations, provide advice, referrals, support and education.

**Baby Room (BubHub):** BubHub operates three mornings a week in school term time, providing a space for parents of children aged 0-1, particularly non-walkers. These sessions are overseen by a qualified registered nurse. This is an opportunity for babies to experience

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stage appropriate play, as well as connecting parents and carers with similar aged children together to form networks. During the Baby Room, information is provided on relevant topics such as mobility, healthy eating and toileting as well as maternal health. A key focus is supporting new mothers to make local peer connections

**Individual Support:** The Holdsworth Family Services team can offer support, referral, guidance and information on issues related to families and children through individual consultations.

**Intergenerational Activities:** Holdsworth Family Services facilitates an intergenerational event each school term.

**Newsletter:** Holdsworth Family Services provides a regular newsletter to more than 450 local Woollahra families. The newsletter provides updates on Holdsworth events and services as well as those offered by other local providers and partners. It provides information on relevant topics and reminders of how to connect with Holdsworth staff if necessary. This same information is shared through Holdsworth Family Services' own Facebook page which currently has 2,100 followers.

Achievements to date:

In 2022-23, we commenced our targeted intergenerational activities, with 1 event in partnership with Woollahra pre-school and Holdsworth seniors. It took some time to establish relationships and plan this event, including risk assessments and logistics. In 2023-24, we have held 2 further intergenerational events, one each quarter, with two further events planned.

Our supported play group is held each morning of the week, including 4 days at Holdsworth St and 1 day at Rose Bay Cottage during school terms. Attendance at playgroup varies from day to day and is often dependant on the weather, but it is not uncommon to see up to 40 families attending at Holdsworth on any day. We are increasingly seeing grandparents coming with their grandchildren. The focus of Playgroup is learning through play and activities are designed around learning themes, without being prescriptive or programmatic. Each year we also host a Family Fun Day (to be held this year on 21 March 2024) which encourages the broader community to come together and understand what the Playgroup has to offer for their family. In 2022-23, more than 100 families attended the Family Fun Day. We have an expectation of similar attendance this year and will be monitoring participation by Woollahra LGA residents.



We hold BubHub 3 mornings a week at Holdsworth St, specifically designed for Mums with babies 0 -1. BubHub is supported by a registered nurse who can provide advice and support. To the end of quarter two FY2023-24, BubHub supported 113 families, 28 (24%) of whom were Woollahra residents.

We have held one educational session this year. However, we identified that logistically it is almost impossible for parents / grandparents to give their undivided attention to a guest speaker whilst looking after a small baby, so for the remainder of 2023-24 we will be looking at some "hands on" activities such as baby massage.

While we know that we have supported more than 700 families through Playgroup across the period FY 22-23 and 23-24 YTD. However, our systems were inadequate to capture data to clearly identify those from Woollahra LGA. We do know there have been at least 40 families from Woollahra LGA each week. We have recently redesigned our check-in process to more accurately capture that data.

#### **Proposed Outputs 2024-25**

This service will provide the following:

- Supported Playgroup – 5 mornings a week, 9.30-12.00, during school term - catering for 0 – 5-year-olds with an average of 40 Woollahra families attending per week.
- BubHub (Baby Room) 3 mornings a week, 9.30-12.00, during school term, specifically catering for parents of babies aged 0-1, with a focus education, support and social connection.
- Individual support – through identification and early intervention and referral.
- 4 x Intergenerational events – one in each school terms.

#### **Milestones**

In each school term

- At least 40 Woollahra LGA families attending Playgroup running at Holdsworth Street community Centre four days per week and at Rose Bay Cottage one day per week.
- At least 40% of families attending Baby room running 3 mornings each at Holdsworth Street during school term.
- 1 x Intergenerational Activity per school term in collaboration with Woollahra Pre School.



### Funding Request

To ensure this program can be facilitated, staffing requirements are:

- Registered Nurse
- 2x Family Services Team Leader (job shared role)
- 2 x Family Support Workers for each session
- Admin Support, Marketing and Community Engagement Officer support (for events).

Holdsworth requests an increase in 2023-24 funding of 0.3% for total funding of **\$204,726**.

The resources available for this program are augmented by a small grant from NSW Department of Communities and Justice of \$47,887 (Targeted Early Intervention funding.)

## 7. Holdsworth Proposed Funding FY24/25

The table below summarises the estimated funding required for Holdsworth to deliver the services detailed in this proposal, for the benefit of residents of Woollahra LGA for 2024-25, and represents a 4.5% increase on the current year's funding.

Proposed Service	Actual Funding FY23/24	Proposed Funding FY24/25
1. Navigating the MAC System	\$213,807	\$227,327
2. Aged Care Wellness Hub	\$233,988	\$250,475
3. Woollahra Dementia Alliance	\$52,511	\$54,524
4. Woollahra Connect Program	\$190,598	\$198,220
5. Family Services	\$204,095	\$204,726
<b>Total</b>	<b>\$894,999</b>	<b>\$935,272</b>
<b>Variance</b>		<b>4.5% increase</b>



## 8. Inclusion for All

Holdsworth recognises the importance of ensuring that its programs are available to all residents, including those who may be marginalised through mental health, domestic violence and those living in Social Housing. In 2022-23, we partnered with Randwick Council to tackle isolation and increase access to Aged Care funding for residents in Social Housing. This involved understanding the diversity of the community, providing access to information and connecting them to services and supporting their independence and well-being, all in a safe and welcoming space. The project was conducted in partnership with a number of other community organisations. We provided information to around 200 people and successfully supported 18 people to access My Aged care.

In 2022-23, we also commenced working with Paddington Towers social housing. Working with the Building Manager to distribute information and invitations to residents to be involved with Holdsworth programs. In 20, we propose to develop strategies to enhance our engagement with the most marginalised residents of Woollahra LGA.

# holdsworth

Here for the young at heart

## CONNECT

Quarter 2 Report FY24



### THE OBJECTIVE

- To connect socially isolated older residents of Woollahra with volunteers who have similar interests in their local community to improve their quality of life.
- Senior males often don't have as many avenues as females to connect socially with other like-minded males. The Men's Chat Group is one forum developed to help fill this gap.

### HOLDSWORTH'S ROLE

Holdsworth will run the Men's Chat Group and Holdsworth Home Connect program to reduce social isolation experienced by older people, a holistic social support offering to the community.

The Connect Program strategy has been revisited to ensure that Holdsworth meets the needs of the Community. The revised program will encompass one on one connections, groups that are aimed to target different interests and hobbies and remote social and welfare calling systems to reach a diverse range of people in the community whilst balancing resource capability and efficiency.

Holdsworth will facilitate a Men's Chat Group monthly at Woollahra Library in Double Bay. This will include sourcing engaging speakers, promoting the group, providing an afternoon tea and facilitating opportunities for discussion and social interaction amongst the group.

### ACHIEVEMENTS & INSIGHTS Q2

- The Men's Chat Group has maintained a robust level of engagement, although we faced challenges during Q2. One of our presenters expressed reluctance to attend without compensation. To address this last-minute issue, we opted to conduct the session with her presenting via Zoom, and the audience participated as usual. However, her lack of preparation resulted in some negative feedback from the group.
- Ongoing discussions with South Head Anglican Parish aim to extend Group Connect to St Peters Church Community Centre in Vaucluse/Watsons Bay, we endeavour to support them with their success in this as possible.

### THE MILESTONES

#### Target

Support 100 Woollahra residents across the year through small groups or individual connections

#### Progress

FY24	Facilitate men's chat group each month	Engage 100 participants
YTD	Average 11 people attending the Men's Chat Group each month	86% (86 clients) of targets met with our 1:1 support and group activities
Q2	Average 11 per session Total of 34 attendees Database of 56	104% (104 clients) have been supported through groups (86) and 1:1 support (18)

### ACHIEVEMENTS & INSIGHTS Q2 CONT...

- There is a notable interest in focusing on IT support groups, driven by the desire for connection and the enjoyment of learning and personal improvement. Participants have provided feedback highlighting the strong connections they feel within the community.
- It is noteworthy that our participants are gradually forming a sense of community and establishing friendly social connections. Many arrive early to sessions to engage in conversations and connect with others, with some even walking home together due to shared interests.

### NEXT STEPS

- Our team is set to conduct outreach to the existing database and identify new participants of interest. We will be collecting feedback to understand their preferences, discovering what they would like to see more of, and gauging their enjoyment of our offerings.
- We have received expressions of interest for IT groups specifically catering to Cantonese speakers, and we are committed to establishing and running these groups to effectively support CALD (Culturally and Linguistically Diverse) communities.

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holdsworth



## MEN'S CHAT GROUP

Month	Topic	RSVP
Oct	Voice to Parliament by Ruby Langton-Batty	13
Nov	Author of The Deceptions speaking on refugees and criminal law by Suzanne Leal	14
Dec	Understanding the Mind by Michael Stieber	7

- We have a database of 57 participants and an average attendance rate of 11 people attending this quarter.
- 3 new presenters sourced and sessions run.



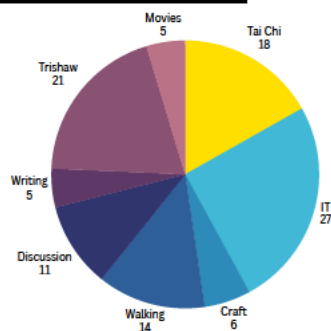
## CONNECT

Category (either participant or volunteer >65)	Seniors
Matched Seniors Individual Connect	18
Matched Seniors Connect Group	86
Matched Seniors Remote Connect Calling	WIP



## GROUP ATTENDANCE

- Our youngest volunteer is in his 40's and oldest in her late 80's.
- The youngest participant is 75, with the oldest being 94.
- New walking groups to start Feb-24.
- A positive thinking forum to begin 2024.
- Cantonese IT support to begin in 2024.



## MARKETING STRATEGIES & NETWORKING OPPORTUNITIES

Marketing Strategies	<ul style="list-style-type: none"> <li>• Built off valuable feedback received of the Q1 soft launch of our Connect group activities, participant stories became a key focus.</li> <li>• This boosted interest and engagement through various social channels.</li> <li>• EDM sent to: 321, Opened by: 35.15%, CTR: 7.17%</li> </ul>
Networking	<ul style="list-style-type: none"> <li>• Woollahra library</li> <li>• Volunteer network</li> <li>• Goodwin Village</li> </ul>

"I find great joy in the Tai Chi class," expressed Marianne. Having undergone a hip replacement due to a car accident, Marianne has been dealing with balance issues. Discovering the Tai Chi classes through a recommendation, she decided to join in October 2023. Marianne emphasized, "Attending the Tai Chi classes within the Tuesday Connect group has truly boosted my confidence in walking and allowed me to forge new friendships."



## THE OBJECTIVE

- To help build a dementia friendly community in Woollahra.
- To enable residents of Woollahra living with dementia and their families to build informal support networks which enable them to remain living independently in the community they know.
- To raise awareness and understanding of dementia in the community.

## HOLDSWORTHS ROLE

Holdsworth facilitates the running of the Woollahra Dementia Alliance (WDA) meetings and assist in the implementation of the action plan.



**Aim 1: Ensure that people living with dementia are included in the aims and activities of the Alliance**



**Aim 2: Build capacity, understanding and awareness of dementia in the community**



**Aim 3: Enhance opportunities for people with dementia, and their carers, to participate in community life**

## THE MILESTONES

### Target

Support at least 40 Woollahra residents/ business people across the year.

### Progress

#### Year To Date

- 2x Dementia Information Sessions
- x Dementia Friendly Businesses

#### Quarter Two

- 1 dementia training session
- 2 business dementia friendly

## ACHIEVEMENTS QUARTER TWO

- Nomination in the Community Achievement Awards
- Dementia Friendly Organisation toolkit
- Intergenerational Art Event at Woollahra Gallery at Redleaf
- Partnership with University of Wollongong to commence a Research Project for dementia friendly community practices
- Partnership with South-East Parish
- Development and expansion of Dementia Friendly Queen Street to Double Bay precinct for next year



## Dementia Friendly Organisation Toolkit

4 - 100% Dementia Friendly Communities

**Dementia Friendly Business Checklist**  
Let's see if your business or organisation is dementia friendly!

Tick YES or NO to the following questions.	YES	NO
Has a person living with dementia visited your business and recommended any changes? (By appointment)		
Do you and staff know what dementia is and how it affects people?		
Do you and staff know how to respond to someone living with dementia?		
Are you and your staff aware of how to identify if someone has dementia?		
Does your business have clear and simple external signage?		
Does your business have clear and simple internal signage?		
Is your important signage at eye level? This could be posters with special offers, directions to the business or instructions.		
Is your space free from clutter with space to move freely?		
Is your business area brightly lit?		
Tally your answers: If you answered mostly NO, we can help you. Get in touch to find out more 02 9432 3600		

\*Adapted from the Dementia Friendly Checklist document by the Fraser Coast Alliance

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## OVERVIEW OF QUARTER TWO

### Aim 1: Ensure that people living with dementia are included in the aims and activities of the WDA

<b>Meeting Dates</b>	<ul style="list-style-type: none"> <li>• 16 October 2023</li> <li>• 18 December 2023</li> </ul>
<b>WDA Action Plan Goals</b>	<ul style="list-style-type: none"> <li>• Attract people living with dementia to join the WDA who live in the local Woollahra LGA</li> <li>• Reaching local businesses through a refined strategy</li> <li>• Targeting groups for dementia awareness information sessions</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase engagement from members, including carers, people living with dementia and service providers i.e. sharing their stories</li> <li>• Targeting Holdsworth clients, and other service provider clients to attract a local person living with dementia in the WDA</li> <li>• Processes to ensure people living with dementia are included every step of the way</li> </ul>

### Aim 2: Build capacity, understanding and awareness of dementia in the community

Type of Event	Target	Outcome
<p>Information Session Date: 16 November Attendees: 10 RSVP'd/6 attended Location: Woollahra Library Speaker: Dr Allan Shell</p>	<p>Target: 1 session per quarter</p> <p>To date: 2 sessions this year</p>	<ul style="list-style-type: none"> <li>• Continued to build on relationships of members of the WDA</li> <li>• Interview and story with Miya Bradley (WDA Member and Dementia Australia Volunteer)</li> <li>• Continued awareness across Holdsworth website, Facebook page, WDA Facebook page and other social platforms</li> </ul> <p><u><a href="#">Read Miya's story here</a></u></p> <p>Miya's father Bob was a charmer who played tennis well into his 80s. He was American born and spent over 50 years in Japan before moving to Australia. And with the help of Holdsworth, Dementia Australia and some thoughtful local businesses, Miya was able to give her dad a beautiful end of life experience and cherish the time they had together.</p>
<p>Intergenerational Art Event Date: 30 November 2023 Attendees: 30, inc. 12 Woollahra Public School students Location: Woollahra Gallery at Redleaf</p>	<p>1/2 events per year (funded through the WMC Community &amp; Culture Grant)</p>	<p>Partnerships/Networking:</p> <ul style="list-style-type: none"> <li>• The Cottage</li> <li>• Woollahra Public School</li> <li>• Woollahra Council</li> <li>• Redleaf Gallery</li> </ul> <p>An opportunity for different generations to come together and experience the uniqueness that comes with different age groups through the power of art.</p> <p>"It was really wonderful to see all of the participants young and young at heart enjoying the morning. The teachers and students from Woollahra Public I spoke to on their way out were thrilled at how "enriching" the experience had been. Well done to WDA and Holdsworth" Emma Rodgers-Wilson, WMC</p>

## OVERVIEW OF QUARTER TWO

**Aim 3: Enhance opportunities for people with dementia, and their carers, to participate in community life.**

Dementia Friendly Businesses	
Updates	<ul style="list-style-type: none"> <li>We have a finalised Dementia Friendly Toolkit for local businesses</li> <li>Holdsworth continues to offer programs and activities that support people living with dementia to engage and participate in community life including bus outings, light exercise classes and social connection opportunities.</li> </ul>
Expressions of Interest	<p>We currently have 7 businesses interested in receiving this recognition including:</p> <ul style="list-style-type: none"> <li>Summers Floral</li> <li>Blooms Chemist Edgecliff</li> <li>Reclink</li> <li>Kuk Thai</li> </ul> <p><a href="#"><u>Explore our Dementia Friendly Organisation Partner Toolkit here.</u></a></p>
Work In Progress	<p>Discussions and support are taking place with:</p> <ul style="list-style-type: none"> <li>Woollahra Library</li> <li>South East Parrish</li> </ul>
Next steps	<ul style="list-style-type: none"> <li>We are interested in expanding our Dementia Friendly Queen Street event next year (2024) to continue to raise awareness with local businesses</li> <li>We are looking at a grant through Dementia Australia to expand this to the Double Bay Area</li> <li>In the meantime, we are continuing to work with local businesses to support them to become Dementia Friendly Organisations and this partner toolkit supports this initiative.</li> </ul>

## MARKETING STRATEGIES & NETWORKING OPPORTUNITIES

Strategies	<ul style="list-style-type: none"> <li>Included the following channels, as well as business development and outreach initiatives. <ul style="list-style-type: none"> <li>Social media posts to promote the WDA on Facebook, Instagram, LinkedIn.</li> <li>Flyers and information at local events attended by Holdsworth, including volunteer expos, carer events and local council initiatives to cross promote our programs.</li> <li>Wentworth Courier advertising</li> </ul> </li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>St Peters Church, working towards becoming a dementia friend</li> <li>The Cottage, supporting us at our events</li> <li>Woollahra Public School partnering for intergenerational opportunities</li> </ul>
Upcoming Initiatives	<ul style="list-style-type: none"> <li>Dementia Awareness Forum in partnership with Carer Gateway – 14 March 2023 (during Seniors Festival)</li> <li>Intergenerational Art Event at Woollahra Gallery to explore Close the Gap day (April/May)</li> <li>Partnership with Woollahra Public School to involve local school students</li> <li>'The Cottage' – SECC dementia group involvement</li> <li>Art therapy and art exhibition tour</li> </ul>

## MARKETING COLLATERAL & PHOTOS

### Social media posts (Facebook, LinkedIn, Instagram)



Intergenerational Art Event  
with Woollahra Public School



Grant funded for more events for the  
WDA through WMC Culture &  
Community Grants

**FREE tailored support programs near you!**

We've partnered with Woollahra Council to offer free programs that meet your goals, and put more of your community in reach.

- Support to navigate My Aged Care
- Clinical and allied health services
- Visits from a like-minded volunteer
- Dedicated dementia support programs

Contact us today and find out how you could access free support!

[info@holdsworth.org.au](mailto:info@holdsworth.org.au)  
 02 9302 3600  
 64 Holdsworth Street, Woollahra

Bi-monthly advertising in  
the Wentworth Courier

Event flyers

### Other initiatives:

- Listing in the WMC What's On Booklet
- Eventbrite listings for all events
- Posters at Woollahra Library, Woollahra Council, Holdsworth locations

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Here for your family

## FAMILY SERVICES

Quarter 2 Report FY24



### THE OBJECTIVE

To provide a safe place for families of young children to connect to others and to receive information to support a positive parenting experience. Qualified staff provide structured play as well as soft entry for at-risk families to access more targeted support.

### HOLDSWORTHS ROLE

Holdsworth to provide the following:

- Playgroup: support 40 families per morning, with 65% or 26 families from Woollahra LGA.
- Explore the expansion of playgroup to a second venue within the Woollahra LGA by December 2022.
- Baby Room: continue to offer regular sessions for non-walkers with guest speakers.
- Individual Support: Support, referral, guidance through individual consultations
- Intergenerational activities: Feasibility study with UNSW and Woollahra Preschool to initiate Intergenerational Playgroup Pilot
- Newsletter: E-newsletter to 450 families, and Facebook posts to 2,087 followers

### THE MILESTONES

#### Target

To ensure the community has access to playgroups, a baby room, individual guidance support, intergenerational activities and newsletters.

#### Progress

Year To Date

- Intergenerational event facilitated – Aug & Oct 2023
- 3 guest speakers attended playgroup – Sept & Nov 2023

Quarter Two

- October 2023 – Intergenerational event facilitated
- November 2023 – Guest Speaker Dr Debbie Perkins, on toilet training



### ACHIEVEMENTS QUARTER TWO

Key learnings:

- Ensure that education sessions are more targeted; the guest speaker in quarter 2 attracted a diverse range of families due to a broad age group. This presented a challenge as a larger-than-expected group turned up.
- Feedback about the lawn at Rose Bay Cottage to be provided to ensure the grass is safe for children.
- Families are required to sign-in upon entry to family services programs, unfortunately the suburb field has been skipped. We are reviewing the system to ensure this data is captured so we have more accurate data.

Highlights:

- Regular participation every week, with a consistent attendance of 45–50 families on numerous occasions, signifies a notable demand for the services and fosters connections among children and parents.

### NEXT STEPS

- End of year event has been rescheduled to 22nd February 2024, due to staff resourcing.
- Update sign-in system to ensure more accurate data is captured.

## OUTCOME

Term Dates Q2	9th October – 15th December 2023	
Bub Hub Mon, Tues, Thurs	Total of 113 families supported 27 families in Woollahra LGA (24%)	
Intergenerational Event Woollahra Pre-School	<ul style="list-style-type: none"> <li>Q2 – 24th October 2023</li> <li>9 seniors attended</li> <li>Next event date is February 15th 2024</li> </ul>	<ul style="list-style-type: none"> <li>There were previous challenges with communication between the transport team and Woollahra Pre-School. This has been resolved, dates have been confirmed for 2024.</li> <li>Feedback – was generally positive from the group, however, some participants did not want to attend and remained at Gaden. Please see below, comment from pre school teacher.</li> <li>Challenges – a number of miscommunications with the pre school staff.</li> <li>Achievements – We were successful in completing an intergenerational program with the pre school.</li> <li>It appears the event held yesterday was enjoyable for everyone who attended. – Mary Boyd</li> </ul>
Education sessions	<ul style="list-style-type: none"> <li>13th November 2023 with guest speaker Debbie Perkins on Toilet Training</li> <li>25 attendees</li> </ul>	<ul style="list-style-type: none"> <li>This event was targeted at parents with children who are transitioning out of nappies</li> <li>Challenges: Due to the number of parents attending with young babies and children it made it difficult for the presented, it was open to under 5yo, we realised the age bracket was too broad and future sessions will be more targeted.</li> </ul>
Playgroup Mon, Tues, Thurs, Fri (Holdsworth)	<p>Playgroup (Holdsworth St)</p> <ul style="list-style-type: none"> <li>755 families supported</li> <li>28 in Woollahra LGA</li> <li>Challenges: data not being stored for suburbs, to be reviewed in our system</li> </ul>	<p>Rose Bay Cottage (Wednesday)</p> <ul style="list-style-type: none"> <li>12 families supported, average attendance of 8 families. Maximum in one day was 12.</li> <li>Achievements: Set up of indoor and outdoor activities went well. Core families attend week to week.</li> <li>Challenges: feedback from parents about 'prickles' in the lawn meaning their children could not crawl or walk on the grass.</li> </ul>
Newsletter	<ul style="list-style-type: none"> <li>December</li> </ul>	<ul style="list-style-type: none"> <li>1,232 people sent to (32% open rate)</li> </ul>

## MARKETING STRATEGIES & NETWORKING OPPORTUNITIES

Our Approach	We are dedicated to expanding our outreach program for the playgroup, which includes inviting guest speakers and enhancing attendee participation.
Our Promotion	Through consistent advertising efforts and the ongoing promotion of our monthly calendar, we have witnessed a consistent rise in attendance and engagement, especially during special info sessions, such as the toilet training session with Dr. Debbie this quarter.
Marketing successes	<p>In this quarter, we successfully launched our customer survey and received excellent responses. With this valuable feedback, we can now pinpoint areas for improvement and ensure that we are well-equipped to meet the needs of our community.</p> <p>EDM Sent to: 1,232, Opened by: 34.74%, CTR: 0.32%</p>

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Here for the young at heart

## NAVIGATING MAC

Quarter 2 Report FY24



### THE OBJECTIVE

To keep Woollahra residents informed about Federal Aged Care funds available to them or their family members, through My Aged Care (MAC) and support them to access services through this system that best suit their independent living needs.

### HOLDSWORTHS ROLE

Holdsworth will assist Woollahra residents to 'navigate the My Aged Care system' and access the right level of Aged Care funding for them, depending on their circumstances.

### THE MILESTONES

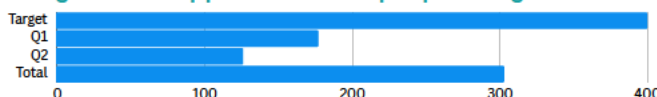
#### Target

Support 400 Woollahra LGA residents to navigate My Aged Care.

#### Progress

- YTD total of 303 clients supported to navigate MAC
- Q1 – 44% (177) clients were supported to navigate MAC
- Q2 – 31% (126) clients were supported to navigate MAC

#### Our goal is to support 400 older people navigate MAC



### OVERVIEW QUARTER TWO

Sessions Held	<ul style="list-style-type: none"> <li>• 1:1 as required</li> <li>• Woollahra Library – monthly Monday</li> <li>• Gaden – monthly Monday</li> <li>• Holdsworth St – monthly Monday</li> <li>• Wellness Hub – Wednesdays</li> </ul>	Services Linked	<ul style="list-style-type: none"> <li>• 179 clients were linked to CHSP in Q2</li> <li>• 39 clients were linked to HCP in Q2</li> <li>• 63 clients were linked to the Wellness hub</li> </ul>
Supported to Navigate MAC	<ul style="list-style-type: none"> <li>• 303 to date supported in FY24</li> <li>• 126 clients supported in Q2</li> <li>• 230 were new to MAC in Q2</li> <li>• 231 were new to Holdsworth in Q2</li> <li>• 2 are still being supported to Navigate MAC</li> </ul>	Outcomes	<ul style="list-style-type: none"> <li>• The clients referred from the Wellness Hub have been well supported to ensure they close out both programs with ongoing supports where they need it, assisted on their journey through the Hub to ensure they understand MAC and where to go in the future.</li> </ul>
Diversity	<ul style="list-style-type: none"> <li>• 110 clients were male (36%)</li> <li>• 193 clients were Female (64%)</li> </ul>	Referrals	<ul style="list-style-type: none"> <li>• 171 clients were from word of mouth</li> <li>• 40 were referred from the Wellness hub</li> <li>• 33 clients were referred by MAC</li> <li>• 6 were referred by local Hospitals, mainly St Vincents</li> </ul>

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## MARKETING STRATEGIES & NETWORKING OPPORTUNITIES

Marketing Strategy & Initiatives	<ul style="list-style-type: none"><li>• Our Navigating My Aged Care service continues to experience growing demand, prompting us to expand our sessions from face to face to also include phone consultation. We're continuing to service in three locations including Gaden, Holdsworth Street, and Woollahra Library in Double Bay</li><li>• We have continued to raise awareness of these services through our monthly eDMs and added this schedule to our What's On Calendar</li><li>• EDM Sent to: 321, Opened by: 31.15%, CTR: 7.17%</li><li>• Whats on calendar to promote Navigating MAC sessions</li></ul>
Networking & Referrals	<ul style="list-style-type: none"><li>• Woollahra Library</li><li>• Eventbrite to manage bookings</li></ul>

"Thank you for your help, I was really struggling to make sense of all this paperwork and the different codes and systems. I feel I am better equipped to make the decisions I need to around my husbands care now." – Elizabeth

"The Wellness hub directed me to speak with you about Navigating My Aged Care as I was so confused, I feel so supported by Holdsworth" – Walter

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## WELLNESS HUB

Quarter 2 Report FY24



### THE OBJECTIVE

To enable older residents of Woollahra to remain living at home while they wait to access Aged Care services to avoid premature entry into residential aged care or hospital.

### HOLDSWORTHS ROLE

Holdsworth will support the Woollahra community to improve independence and wellness through support and connection to the wellness hub by:

- Measuring individual personal wellbeing index
- Clinical assessment and support
- Allied health information sessions and support
- Social connect and group activities
- Tailored supports at home or in the community

The program operates on a fortnightly basis, over roughly 12 weeks per person, welcoming groups of 6-10 new participants using a specific framework.

### ACHIEVEMENTS QUARTER TWO

Wins:

- The most successful approach in promoting the Wellness Hub has been through personal recommendations. Participants are actively endorsing the program to their friends, serving as advocates for its success and the associated benefits.
- In 2023, the Wellness Hub received a nomination for the Community Achievement Awards for its role in fostering community connections.

Challenges:

- Efforts to establish connections and outreach to social housing have proven challenging. We are committed to persistently reaching out and specifically targeting participants residing in social housing, ensuring they are informed about the program and have access to the hub.
- Ensuring clarity regarding the program's objectives, available resources, and enrolment requirements has been an ongoing learning process for us. Navigating the challenge involves addressing diverse funding models and aligning expectations, such as clients or their Next of Kin (NOK) anticipating home modifications through the wellness hub when they have access via a Home Care Package. It is crucial to communicate the need for specific details and two PWI measurements as part of the Wellness Hub, and we strive to enhance the effectiveness of our communication in these instances.

Learnings:

- Collaboration among various teams and departments at Holdsworth has provided us with an opportunity to reflect on areas where improvement is possible.

### NEXT STEPS

In the upcoming quarter, our focus is on consistently delivering a positive experience, incorporating feedback to ensure active engagement and benefits for our participants. Our commitment includes maintaining effective communication with both internal and external stakeholders.

### THE MILESTONES

#### Target

Support at least 156 residents in Woollahra across the year.

#### Progress

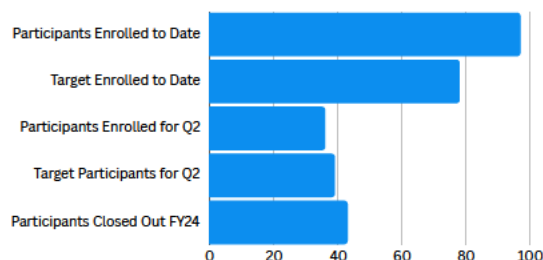
Year To Date

- 97 participants enrolled (62%)
- 43 participants closed out (28%)

Quarter Two

- 36 participants reached

#### Attendance To Date



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## OVERVIEW OF QUARTER TWO

Total Participants	<ul style="list-style-type: none"> <li>97 participants enrolled in Wellness Hub to date for FY24 (62.2% of FY24 target)</li> <li>36 participants enrolled in this quarter (Q2)</li> </ul>	<ul style="list-style-type: none"> <li>21 were new to Holdsworth</li> <li>15 existing HCP or CHSP</li> <li>6 participants have a HCP</li> <li>0 participants waiting on HCP</li> <li>1 waiting on higher level HCP</li> <li>9 participants with CHSP</li> <li>0 were not connected to MAC</li> </ul>
Gender	<ul style="list-style-type: none"> <li>7 male participants (20%)</li> </ul>	<ul style="list-style-type: none"> <li>29 female participants (80%)</li> </ul>
Completion of Wellness Hub FY24	<ul style="list-style-type: none"> <li>43 participants have closed out to date for FY24</li> <li>10 participants are now Holdsworth clients</li> <li>6 participants have been linked to the connect program</li> <li>36 participants have accessed the Navigating MAC service</li> <li>10 did not want to continue with services</li> </ul>	<ul style="list-style-type: none"> <li>Average of 56.28 PWI at enrolment</li> <li>Average of 42.72 PWI at close out</li> </ul> <p>Comments;</p> <ul style="list-style-type: none"> <li>11 participants were unable to complete this due to being deceased or hospitalised</li> <li>5 participants had negative results from 1st PWI to 2nd, results are due to deterioration of health conditions</li> </ul>
Feedback & Impact	<ul style="list-style-type: none"> <li>40.7% of participants were very satisfied</li> <li>44.3% of participants were satisfied</li> <li>15% did not answer</li> </ul>	<p>Comments/impact noted in feedback;</p> <ul style="list-style-type: none"> <li>58% Friendly Staff</li> <li>18% Connected with community</li> <li>13% Information sessions were very insightful</li> <li>8% Transport very helpful</li> <li>3% Chair Yoga (gentle exercise) classes</li> <li>39% requested more flexible times</li> <li>12% did not want to disclose personal information</li> <li>4% large groups = difficult to hear</li> <li>3% more music groups</li> </ul>

Our Partners	<ul style="list-style-type: none"> <li>Guide Healthcare (physio)</li> <li>Biting Truth (dietician)</li> <li>24/7 nursing</li> </ul>	Exercise Classes	<p>Our clients enjoy a variety of light exercise, our programs include;</p> <ul style="list-style-type: none"> <li>chair yoga</li> <li>falls prevention exercise</li> </ul>
Our Team	<ul style="list-style-type: none"> <li>Wellness Officer</li> <li>Registered Nurse</li> <li>Intake &amp; engagement Officer</li> <li>Wellness &amp; groups support workers</li> <li>Transport team</li> <li>Volunteers</li> </ul>	Information Sessions Held	<ul style="list-style-type: none"> <li>Nutritionist advice</li> <li>Falls prevention and mobility by our Physiotherapist</li> </ul>

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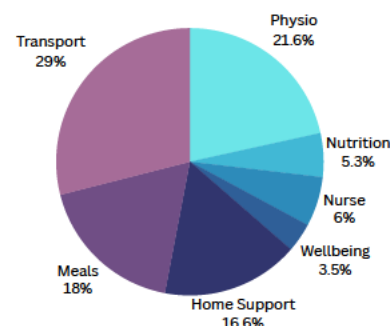
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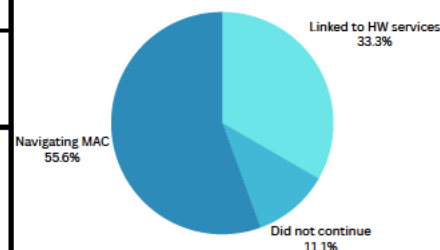
## An Update and Overview of FY22-23

Total participants FY23	160
Total participants closed out	<ul style="list-style-type: none"> <li>60 participants from FY23 were closed out at 30 June 2023</li> <li>47 participants have been closed out since 1st July 2023</li> <li>Total of 107 participants have been closed out for FY23</li> <li>Unable to close 53 participants out</li> </ul>
Personal Wellbeing Index	<ul style="list-style-type: none"> <li>50 people made an improvement over the course of the Wellness Hub</li> <li>52 PWI's decreased over this time</li> <li>5 participants had no changes</li> <li>53 were unable to complete</li> </ul>
Most popular services types	Transport, physiotherapy, meals and 1:1 support.
Feedback	95% of participants that attended are overall very satisfied/satisfied with the WH program and would very likely/likely recommend the program to others.

### Uptake by Service Type FY23



### Linked to Other Supports FY23



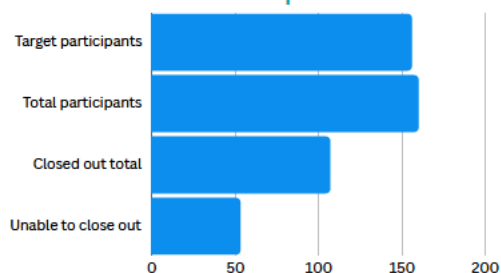
Throughout Quarter 1 and 2, the Wellness Hub team diligently worked towards achieving the goal of closing out the remaining 100 participants from FY23. Every effort was made to establish contact with each participant, either through in-person interactions or via phone/teleconference. Some participants returned to the Wellness Hub with support, while others could only be reached over the phone due to various circumstances.

The outcomes of the Wellness Hub for FY23 include conducting the Personal Wellbeing Index (PWI) to assess participants' feelings about different aspects of their lives, such as health, safety, security, and other significant factors. Additionally, initial assessments were carried out by a Registered Nurse and Physiotherapist to complete health assessments. Participants engaged in educational sessions led by Allied Health professionals, connected socially with other participants, and participated in light physical and cognitive exercises.

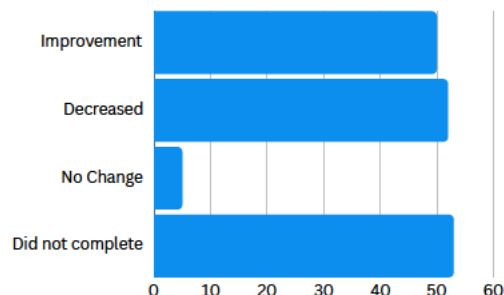
The remaining 53 participants, unable to complete the Wellness hub;

- All FY23 participants have been contacted or reviewed, a number of participants are unable to close out due to reasons including:
  - change in availability to attend a session (1)
  - passing away (4)
  - moving into residential care (8)
  - significant changes in their health conditions (5)
  - general circumstances changed which has effected their interest in attending the wellness hub (35)

### Closed Out Participants FY23



### PWI Measurement FY23



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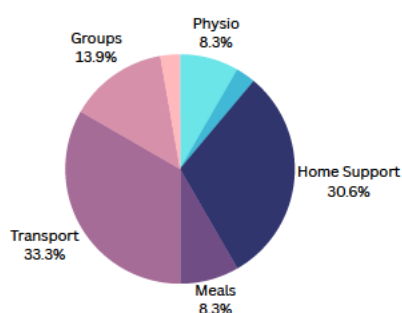
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## Marketing Strategies & Networking Opportunities

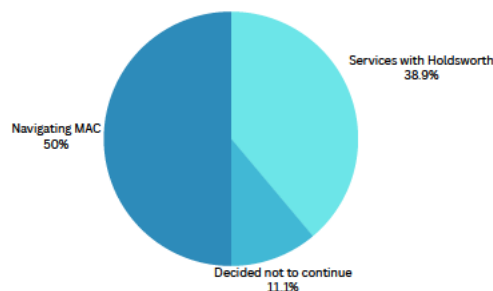
Strategies	<ul style="list-style-type: none"> <li>Primarily centered on cross-promotion with our existing clients.</li> <li>Holdsworth eDM &amp; emails</li> <li>Wentworth Courier</li> <li>Social media</li> <li>WMC channels</li> <li>GP marketing program</li> <li>Updated Aged care booklet which covers a client journey through ageing</li> <li>Updated Whats on Calendar to promote the Wellness Hub</li> <li>EDM sent to: 281 Opened by: 44.84% CTR: 17.44%</li> <li>Thank You packs sent to clients including a letter of referral (for GP and provider), voucher, Holdsworth gift</li> </ul>
Wellness Hub Networking	<ul style="list-style-type: none"> <li>Goodwin village</li> <li>Referral partners; hospitals, GP's, social workers</li> </ul>

## THE RESULTS

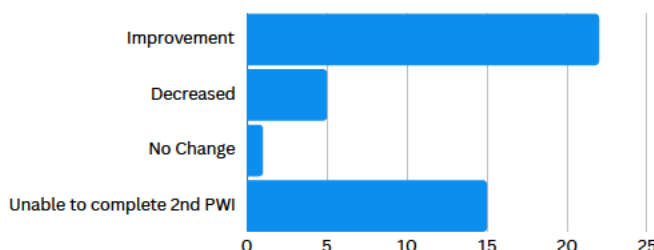
Uptake by Service Type Q2



Post Wellness Hub



PWI measurement Q2



"Thank you for the information. I'm amazed at the wonderful support available to make our lives easier. I came to the Wellness Hub through a referral from my daughter to Holdsworth. After an invitation, I attended on September 6, 2023, feeling depressed due to stress from caring for my husband with dementia. Utilizing Wellness Hub funding, I joined Chair Yoga classes to reconnect with my yoga practice and socialize with others. I also participate in the Connect program on Tuesdays at Gaden, regularly attending Tai Chi and IT support groups. Being part of these groups has inspired and empowered me to keep going. This is a successful and empowering story from the Wellness Hub and Holdsworth. Although new to My Aged Care, I plan to book a MAC assessment for myself in the new year."

- Pat -

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Holdsworth Community - Quarterly Report FY24 - For Woollahra Municipal Council										
	Annual Budget	Quarterly YTD Budget	Actual YTD - Q1	Actual YTD - Q2	Actual YTD - Q3	Actual YTD - Q4	Actual Total	\$ Variance (YTD Budget vs YTD Actual)	% Variance (YTD Budget vs YTD Actual)	Commentary where variance is > +/- 5%
Income from Woollahra Municipal Council										
Programs Expenditure										
Navigating the MAC System										
Staffing Costs	213,807	106,904	46,191	40,280	-	-	86,471			
Other Costs	-	-	6,811	11,044	-	-	17,855			
Navigating the MAC System Total	213,807	106,904	53,002	51,324	-	-	104,326	(2,578)	-2%	
Aged Care Wellness Hub										
Staffing Costs	233,988	116,994	42,500	41,005	-	-	83,504			
Other Costs	-	-	21,882	18,142	-	-	40,024			
Aged Care Wellness Hub Total	233,988	116,994	64,382	59,146	-	-	123,528	6,534	6%	Variance to budget is largely residual from Q1. Although fewer clients joined in Q2, substantial additional staff time was required to maximise close out for FY23 and maintenance of large client base from Q1 2024.
Woollahra Dementia Alliance										
Staffing Costs	52,511	26,256	10,847	9,964	-	-	20,811			
Other Costs	-	-	1,873	3,159	-	-	5,032			
Woollahra Dementia Alliance Total	52,511	26,256	12,720	13,123	-	-	25,843	(412)	-2%	
Woollahra Connect Program										
Staffing Costs	190,598	95,299	36,563	41,358	-	-	77,921			
Other Costs	-	-	11,357	6,461	-	-	17,818			
Woollahra Connect Program Total	190,598	95,299	47,920	47,819	-	-	95,739	440	0%	
Family Services										
Staffing Costs	204,095	102,048	33,858	40,672	-	-	74,531			
Other Costs	-	-	19,872	18,482	-	-	38,354			
Family Services Total	204,095	102,048	53,730	59,155	-	-	112,885	10,838	11%	Strategies for reducing staff costs have been implemented for Q3 & Q4
Total Staffing Costs	894,999	447,500	169,959	173,280	-	-	343,238			
Total Other Costs	-	-	61,795	57,288	-	-	119,083			
Total Programs Expenditure	894,999	447,500	231,754	230,567	-	-	462,321	14,822	3%	







Staff and participants at one of our Sydney Slickers outings, a bi-monthly Saturday activity exploring Sydney and surrounds. This was a bus outing to the Winter Medieval Fair!

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## **Acknowledgement of Country**

Holdsworth acknowledges the Traditional Custodians of the lands on which we live and work. We pay our respects to their Elders past, present and emerging.

# Our Purpose

Holdsworth exists to uphold people's right to live and participate fully in their community and to be valued for the unique contributions they make.

## Our Community

We provide support across our community throughout Sydney, in particular it's Eastern Suburbs:

- Older people who need support to stay living at home or build connections in their community
- Children and adults living with disabilities
- Families with young children
- Carers
- People looking for meaningful volunteering opportunities

## Our Values



### Independence

We promote informed choice, resilience, and individual preference.



### Trust

We are committed to being a trusted provider by operating with integrity and offering services that are safe, reliable, and high quality.



### Kindness

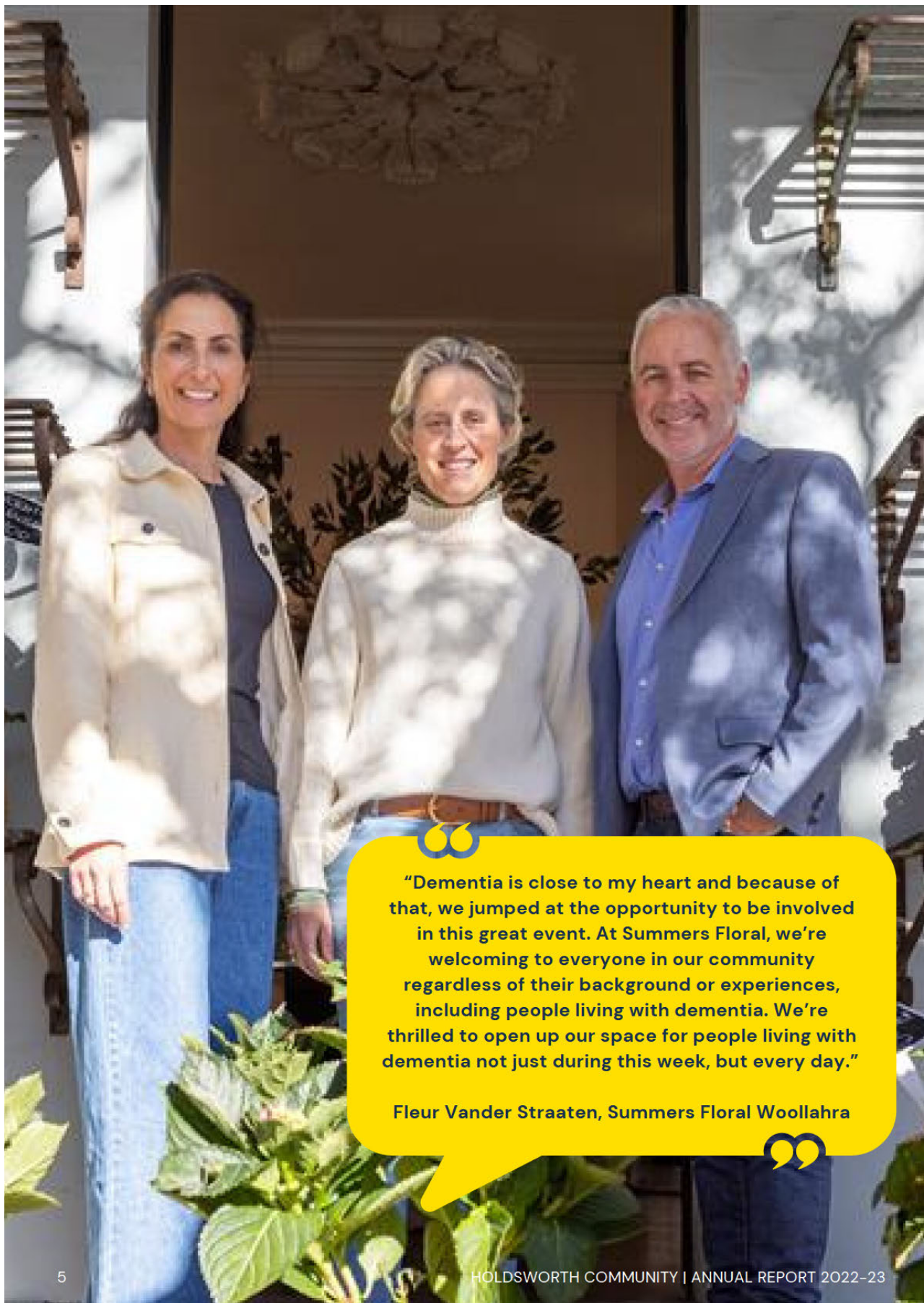
Our staff and volunteers are warm, caring, and generous.



### Openness

We're here to listen and learn from the communities we serve.





“Dementia is close to my heart and because of that, we jumped at the opportunity to be involved in this great event. At Summers Floral, we’re welcoming to everyone in our community regardless of their background or experiences, including people living with dementia. We’re thrilled to open up our space for people living with dementia not just during this week, but every day.”

Fleur Vander Straaten, Summers Floral Woollahra

# Message from the Chair

It is so pleasing to report that, on every level, 2022/2023 has been a successful year for Holdsworth.

The hallmarks of our success reflect our maturity and diversity as an organisation, and in particular, our capacity to bounce back from the challenges of the COVID-19 pandemic. Our success and achievements are detailed in this report. In summary they reflect:

- Unwavering commitment to quality services
- Growth of our services, responding to increased demand, gaps in services and demonstrating the trust and confidence of the community in Holdsworth
- Our fantastic team who are capable, flexible and friendly
- Investment for the future in our people, systems and partnerships
- Rigorous financial management

As a result, across the year we have been able to deliver more quality services that enable us to achieve our purpose of empowering older people, people living with a disability, children and families to experience a sense of connection and belonging to their community and to live life to the fullest.

Under the strong leadership of our new CEO and his senior leadership team, we have achieved so much. Here is a taste of what you will read about in the report:

- We served over 50% more seniors across our communities through our Home Care packages, CHSP and other programs.
- We strengthened our partnership with Woollahra Municipal Council, enabling us to implement new programs that are otherwise unfunded. These programs focus strongly on "wellness", recognising that both physical health and social connection are vital for wellbeing.
- We focused on enhancing the quality of our services, resulting in an outstanding result in the audit by the Aged Care Quality and Safety Commission.
- We rebuilt and enhanced our programs for people with a disability and achieved reaccreditation under the NDIS Quality Standards.
- We implemented the AlayaCare system to support our focus on service and opportunities for growth, while reducing the administrative burden on our staff.

- Our organisation was recognised by the VOICE Project as a "Best Workplace" and we were nominated, in partnership with Woollahra Municipal Council, for NSW Local Government Awards.
- We established and evolved our approach to Clinical Governance as a cornerstone of our service quality.
- We delivered on a very tight budget without compromising service quality.
- We launched a new look and feel for Holdsworth with our new brand and website to make it easier to engage with our community.
- We provided significant professional development opportunities to our team members, including volunteers, supporting a number of them to obtain nationally recognised qualifications.

The Board acknowledges that this would not have been possible without the resilience, commitment and enthusiasm of our staff, volunteers and leadership teams.

Of course, there is more to do, and 2023-24 will present us with further challenges and opportunities as we explore the impact the NDIS Review and Aged Care reforms, a new State Government and an economic environment which continues to create tough times for many in our communities. We have recognised that we can't do "everything" and you will have an opportunity to have input into our major strategic review, through a survey to be launched in October 2023. We have good reason to be optimistic that with the help of our community and supporters we will continue to thrive.

I am indebted to my fellow Directors who give generously of their time. This year we welcomed some new Directors who bring additional skills to enhance the "bench strength" of our Board. Our Directors continue to provide direction, wisdom and guidance that is underpinned by Holdsworth's values and driven by passion for serving the people of our communities.

We look forward to another exciting year!



**Lyn Ainsworth**  
Chairperson

# Message from the CEO

We welcomed the 2022/2023 financial year with open arms after the disruption and impacts of the COVID-19 pandemic. It was a year of significant progress across the organisation, and I am proud to report on our achievements.

Holdsworth was founded over 75 years ago, and our commitment to our purpose and mission has gone unchanged. We believe in the power of human connection. We are committed to upholding people's right to live and participate fully in their community, and to be valued for the unique contribution they make. We are dedicated to care and innovation, and the enthusiasm and commitment of our incredible staff and volunteers continues to allow us to drive great outcomes and uncover new possibilities for our community.

My focus has been on ensuring our financial sustainability, strengthening our compliance framework and building an engaged culture aligned to our values.

This financial year we implemented a new People & Culture strategy, focusing on onboarding, training, development and culture. We launched the Voice Project Survey, which understands employee engagement and satisfaction. I am thrilled to share we received the prestigious, Best Workplace Award for 2023. Read more about the award later in this report.

In September 2022, we streamlined our look to reflect everything we do in the community and launched our new brand. We found an innovative solution that makes it easier for our community to connect with us, for exposure, awareness and at our core, connect people with possibility. Every time I see our new brand, I feel proud of the organisation I lead!

Last year, we reported our commitment to business transformation and innovation, and commenced a project for a new Customer Relationship Management (CRM) system. AlayaCare was launched in June 2023, enabling us to cost-effectively manage our clients' care journey, up-hold compliance and securely manage client information.

There are many case studies throughout this report that outline the incredible success of these projects. I encourage you to read these and hear from all our staff and volunteers that were involved.

With these exciting projects and the dedication of our staff and volunteers, our core service offering continued to grow. We grew our overall revenue by 30% year on year.

Our Home Care Packages grew by over 50% with 219 packages and our Home Care Package service hours grew 117% bringing quality support workers in house. We continued to provide services under the Commonwealth Home Support Program including wellbeing groups, individual and group support, meals and transport.

Our disability services grew, with an increased number of groups, and more coming this year – watch this space! Our Support Coordination program grew to 29 clients.

We saw an average of 33 families a day at Playgroup and launched our brand-new location at Rose Bay Cottage on Wednesday's.

To continue to deliver these quality services and see significant progress across the year is a testament to our incredible workforce, including staff and volunteers. You can read many examples of this work throughout this report.

To top this off, we launched our new entry level programs with the generous support of Woollahra Municipal Council (WMC). These programs support older people and young families in our community, including navigating My Aged Care, interim clinical and allied health advice, dementia support, volunteer social support and playgroup and Bub Hub. I want to personally thank WMC for their ongoing support and partnership. I look forward to continuing to make considerable impact in our local community this year.

I would like to thank our volunteer Board of Directors who continue to provide generous support, guidance, and governance. I would also like to thank our generous donors and supporters, without their help we wouldn't be where we are today.

I look forward to continuing to grow this incredible organisation, working with our staff, volunteers and local community, and building on our rich 75-year history.



**Jason Malone**  
CEO



# A Year in Review

## 2022–2023 Financial Year Income Breakdown

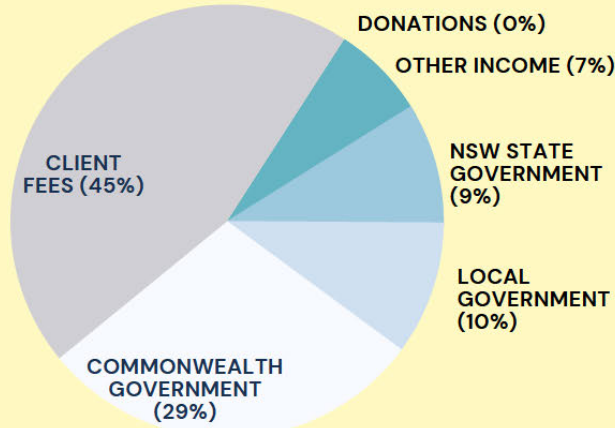
### Key Highlights

Holdsworth's revenue for FY2022/2023 grew by 30% from \$7.0 to \$9.1 million.

Operating income grew by \$2.1 million (77%), driven by the Home Care business, which grew by 93%.

Government Grant revenue increased by \$0.5 million (12%).

### Income by Source



## 2022–2023 Financial Year Services Breakdown

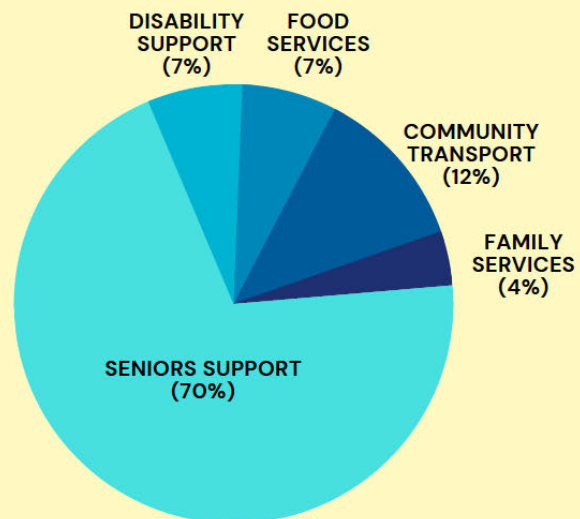
### Key Highlights

Seniors support services accounted for 70% of total income and expenditure (up from 63% last year), as a result of increased demand for our Home Care services. Demand for Holdsworth's Family Services, Disability Support, Food and Community Transport services remained at similar levels to last year.

Holdsworth's expenditure increased from \$7.4 million to \$9.1 million this year due to the growth in the Home Care business and higher people costs to provide our services.

This financial year, Holdsworth broke even following transfers from the special contingency reserve.

### Income by Service



This Annual Report and the Financial Statements have been produced as two separate documents which should be read together to give a full picture of Holdsworth Community achievements and performance throughout the 2022/2023 financial year.

Holdsworth Community Ltd has been endorsed by the Australian Taxation Office as a tax-deductible gift recipient for charity tax concessions.  
ABN: 50 949 197 281 CFN: 20428





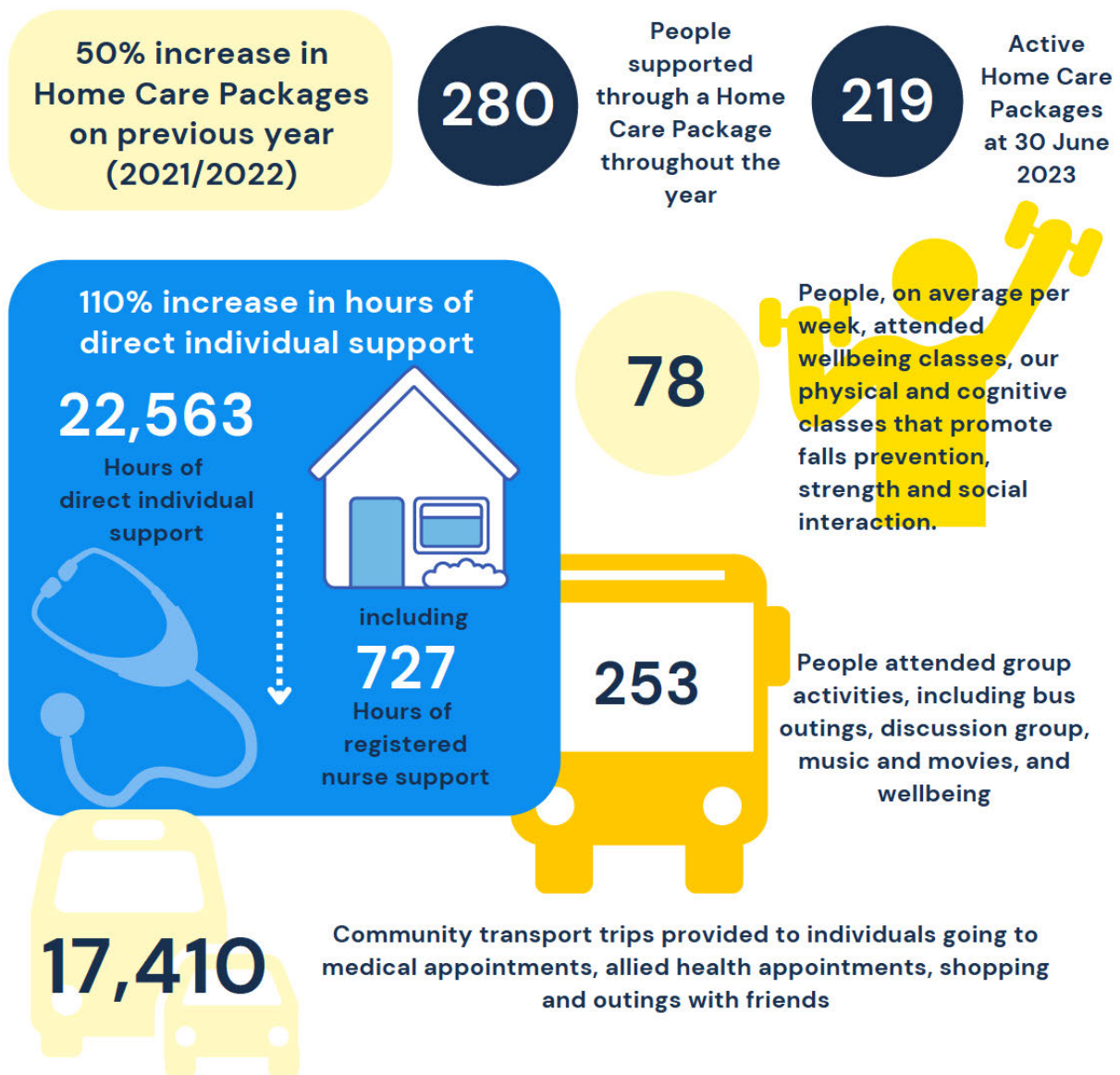


# Our Impact

At Holdsworth, what we do is all about you. That's why everything we do, we do it together. We believe in partnering with communities to inspire human connection, and we believe in new possibilities and this year we were committed to creating these new possibilities.

## Healthy Ageing at Holdsworth

This year, we have seen considerable growth in our Home Care Package services, and hours of direct individual support. Our ageing program at Holdsworth supports people to live independently and safely in their own home, whether that's direct in-home support, community transport, meal delivery, social outings, personal care or nursing.





Katherine, and her Connect Volunteer, Sam (also a Holdsworth employee!) meet up on a weekly basis to play the piano, go for a walk or some tech support.

## **Meet Katherine...long time Holdsworth client, and a new Wellness Hub participant**

Katherine attended her first Wellness Hub with trepidation. While Katherine had gone to medical appointments, and her young neighbour and music student Sam checked in on her regularly through lockdown (he's now volunteering and working with Holdsworth), the Wellness Hub was her first outing to a new environment since her accident.

"The biggest impact of Wellness Hub was definitely psychological. I was feeling unsteady and insecure, and starting to worry about living independently," she says. "That single morning had a huge effect on my mental health."

The Katherine before Wellness Hub, and the Katherine now: "They're chalk and cheese," she says.

**[Read more about Katherine's experience at the Wellness Hub here.](#)**



# Our Impact

## Disability Support at Holdsworth

Our disability support continued to grow, and off the back of the impacts of COVID-19, we welcomed more groups during the week and continued to build our Saturday program. We saw the return of some participants, and a continued growth in our Support Coordination clients.

29

Support  
Coordination  
clients

Support Coordination provides advocacy, funding explanation and support to navigate services via the National Disability Insurance Scheme.

45 group  
participants

These participants joined Friday and Saturday groups, visiting attractions, restaurants and activities around Sydney and surrounds.

## Family Services at Holdsworth

Playgroup and Bub Hub were buzzing with action this year. We saw a considerable increase in attendance of our families in the second half of the year. We launched a brand new location at Rose Bay Cottage to reach more families. We had our first year back of our Annual Fun Day, with over 100 families attending.

3,127 families

We saw a 233% increase in families joining us this year, following COVID-19. Families joined us at our Family Services programs, including Playgroup (for walkers to five years) and Bub Hub (0 to non-walkers).



## The Day Dreamers: A short film by Holdsworth's Drama Program

Through Drama at Holdsworth participants build their confidence, creativity, performance and characterisation with new and old friends. And, this year, our drama program was extra special!

Introducing, The Day Dreamers, a short film by Holdsworth and Milk Crate Theatre.

Ahead of International Day of People with Disability on Saturday, 3rd December 2022, our drama program was busy!

This year, we partnered with Milk Crate Theatre, and with the generous support of James N Kirby Foundation, developed our drama program and theatre workshops.

Working with experienced artists from Milk Crate Theatre, our drama group met weekly focusing on theatre making, storytelling, and improvisation.

Each week brought something new, with character and story development that led to their final production piece which premiered at Holdsworth on Thursday, 1 December 2022.

**[Watch the Day Dreamers here!](#)**



# Our Manifesto

Some people see the world as it is.

We see it as it could be: a place where the community comes together to make things better for everyone.

But we're not just dreamers –we're doers. For more than 50 years, we've been finding new ways to support. And if a solution doesn't exist, we create it. Because we're small enough to do things better, but big enough to make a real impact.

That's what we do –make a meaningful difference for families, older people and people living with disabilities.

We spend our days making sure they can get the most out of theirs.

# A snapshot of Holdsworth

## Our People

With over 120 employees and 80 volunteers, everything we do at Holdsworth is powered by the diversity, passion and energy of our people.

### Employees

**121** Total number of employees at Holdsworth

### Volunteers

**86** Total number of volunteers at Holdsworth

### Gender



Average age = 46.2      Average age = 50.5



For outstanding performance in work practices and employee engagement.

### Age range



**45% are over the age of 50**

The average age is 47.5 years old

**98% would recommend our services**

**96% are proud to tell others they work for Holdsworth**

## Employee Engagement

### Retention

**84%** Retention rate, with 16% turnover

**68%**

vacancies filled internally



### Length of service



53% of our workforce have joined in the last two years

**4 years**

Holdsworth's average length of service

**28**

Our longest serving employee has been with Holdsworth for 28 years



## Our Diversity

Our staff and volunteers represent 38 countries across 6 continents.



38 different languages spoken

18% of our staff can speak 3 languages or more

Top languages other than English

1. Portuguese
2. Spanish
3. Italian
4. Mandarin
5. French

99% believe Holdsworth is ethical

97% believe in Holdsworth's values

"Holdsworth has given me the opportunity to meet wonderful people and for that I am grateful and proud to be part of the company."

-Liv, Holdsworth team member

## Qualifications

### Top qualifications

1. Individual Support (#31)
2. Community Services (#25)
3. Business (#13)
4. Leadership & Management (#13)
5. Arts (#8)
6. Social Work (#6)
7. Childcare (#5)
8. Marketing & Communications (#5)
9. Accounting (#4)
10. Economics (#4)

Yoga Instructor, Tango & Sheng Zhen meditation teacher, Commercial Cookery, Arts, Diversional Therapy, Youth Work, Counselling, Leisure & Health, Master of Art Therapy, Allied Health Assistance, Training & Assessment, Health Science, Rehab Counselling, Education, Creative Visual Arts, Early Childhood Education & more!

2 registered nurses

#2 completed a Diploma of Nursing





## Volunteer Board of Directors

Lyn Ainsworth (Chairman)  
Karn Nelson (Deputy Chair)  
Anna Ashenden  
Andy Hobbs  
Dr. Alan Shell  
Emma Hunt  
Jennifer Herrera  
Lucinda Regan (resigned November 2022)  
Sarah Swan (appointed February 2023)

## Leadership Team

Jason Malone, CEO  
Rob Lancuba, CFO  
JouJou Faulkner, Head of Operations  
Brooke Norrie, Head of Community Care  
Kim Tipoki, Community Care Manager (Family Services & NDIS)  
Rohan Newcomb, Community Care Manager (Transport & Meals)  
Simon Wise, People & Culture Manager







## ...today and tomorrow

We believe in the power of human connection. Through care, innovation and enthusiasm we are committed to achieving great outcomes and creating new possibilities.

Here are just some of our achievements over the past financial year that have set us up to better support our community.



September 2022

# Here for community – then, now and beyond

On a quiet street in the leafy, Eastern Sydney suburb of Woollahra, is an unassuming building nestled between old oak trees and a colourful children's playground. It's from within the walls of this modest place that people have been changing lives for over 75 years.

With a brand new website making it easier to connect with us, a streamlined new look to reflect everything we do in the community, and a whole lot of behind-the-scenes work to update our systems and processes, Holdsworth is set up to support more of the community now and in the future.

Holdsworth CEO Jason Malone believes everyone in the community deserves to feel valued. "What we do every day is about changing lives. And that's a critical role to play, so we hold ourselves accountable and are always looking for innovative ways to create meaningful change.

*Holdsworth  
CEO, Jason  
Malone and  
Mayor of  
Woollahra, Cr  
Susan Wynne  
during our  
Rebrand  
Roadshow*

20

"I'm so proud to be part of Holdsworth because we genuinely care. Our team cares about the impact we make on local lives, and meeting their needs as they evolve over time. Whether that's refining our look, updating our systems and process to make it easier to connect with us, or expanding our support for people and their carers, we're here for community. Always."

Holdsworth has been part of the community fabric of the Eastern suburbs since the 1940s as a playground, then a not-for-profit starting with after-school care, then evolving in the '70s to provide support for housebound seniors. Since then, we've expanded to provide a broad range of services for people living with disability, older people, and families; but our values have always remained true.



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At our core, Holdsworth connects people with possibility. Our strategy underpins an unyielding commitment to the community, and we are proud of all we've achieved since our playground opened in 1940. Today, more than ever, we see the world as it could be – a place where the community comes together to make things better for everyone. We hold ourselves accountable for creating a positive impact, improving access, tailoring support and creating connections so everyone in the community can thrive.

So much has changed in 75 years. Our community has transformed through generations of locals and an intricate patchwork of stories, with the emergence of technology, changes in transport and the gentrification of a once industrial area. In fact, some of the people we support have seen more changes in their lifetime than any generation before. One thing that's remained constant over the years, though, is the passion of our Holdsworth people, who see their work as rewarding and meaningful.

In everything we do at Holdsworth, we strive to connect people with possibility. The serendipitous outcome of this aspiration is that every interaction goes both ways. What our people gain from their work is just as valuable and appreciated as what our participants get out of it.

From a simple playground built on Holdsworth Street in 1939, to the impactful organisation it is today, Holdsworth has contributed so much to the community. One of the first places to offer care for children of working parents, Holdsworth went on to work closely with Woollahra Council (the traditional lands of the Gadigal and Birrabirragal people) to establish networks and support people with disability and older Australians. From creating a way for community members to connect meaningfully with others, supporting people to navigate government funding to alternative housing options through our HomeShare program, we strive to make people feel unstoppable. And that includes our own people.

So what's next for Holdsworth? In keeping with the times, we launched a new look to align with our customer-focused approach, and we updated our website to make it easier for people to connect with us. We are on a mission to continue our community impact, casting our net farther to connect with and provide services to more community groups so that everyone can live independently and feel like a valued member of the community. Because we believe everyone deserves that.



*On the road showcasing our new brand to staff, Randwick Council Mayor, Dylan Parker and across all our programs and services.*

March 2023

# Community heroes are happy at Holdsworth

The Voice Project has announced one of their Best Workplace Awards for 2023, and you might initially picture a funky tech firm with a ping pong table and all-you-can-drink prune juice. But in fact gracing the leader board is a local organisation doing big things for the community and its own people. One of the 2023 Best Workplace Awards goes to: Holdsworth.

The prestigious award is presented by The Voice Project, who are a leading provider of employee engagement and research-based surveys. Evolved from a Macquarie University research program, The Voice Project Awards recognise organisations who are improving workplaces by giving their people a voice and creating impactful change.

Holdsworth's Best Workplace Award is in recognition of exceptional levels of employee engagement and satisfaction, and with 90% of our employees based in the field providing support services, it highlights the incredible strength of Holdsworth's culture of putting its people first.

"Holdsworth does great things for the community, but as this award confirms, we're also a great place to work," says Holdsworth CEO Jason Malone. "Despite the nation-wide staffing shortages in aged care and disability services, at Holdsworth we've actually got a waiting list of skilled people wanting to work with us. I think that speaks volumes."



"The Best Workplace Award doesn't change what we do, but it reminds us why it's so important to continue supporting our team of quiet community heroes."

**-Jason Malone, Holdsworth CEO**



The Voice Project survey unearthed a plethora of positive feedback, demonstrating a welcoming work environment, as well as the dedication of our team members.

"Holdsworth cares about the welfare and quality of life for its employees just as it does for the community members we support," says Holdsworth Support Worker Tim.

Community Care Team Leader Thais says Holdsworth is the most rewarding job she has ever had, because "we are focusing on the community, the individuals and their families."

In the survey, employees pinpointed Holdsworth's meaningful vision and commitment to the community as core elements of pride.

Flexibility, a sense of safety, support and training opportunities were also flagged as important, particularly to Holdsworth's support workers who spend their days helping others in the community.

"We connect people with possibility," says Malone. "It's our incredible team who are out in the community every day who make this happen. What they do might not be obvious – it's not heart surgery or blasting water at dramatic infernos – but what they do is life changing. They're the quiet heroes, and we're so proud of them.

"The Best Workplace Award doesn't change what we do, but it reminds us why it's so important to continue supporting our team of quiet community heroes."



May 2023

# Transforming our business systems

**We are committed to meeting the unique needs of our community. For Holdsworth no task is too small...or too big. And the same goes for our processes and procedures.**

In June 2022, we embarked on a project to make fundamental changes to upgrade our Customer Relationship Management (CRM) system. In response to changes as result of the COVID-19 pandemic and the Royal Commission into Aged Care Quality and Safety recommendations, our goal was to implement a CRM system that met administration and compliance requirements for our aged care and disability services, was a secure digital care management system and provided efficiency and productivity for our staff and volunteers.

Alayacare, our new CRM system does all of the above, and more! Supporting our sustainability and growth, while cost effectively managing our clients' care journey from beginning to end with fully integrated intake, scheduling, billing, payroll, clinical management and reporting in a single, configurable solution.

Alayacare has streamlined our operations, ensures we are meeting compliance and legislative requirements, creates transparency and in-built communication tools that ensure a continuum of care for our clients and families.

"Our Alayacare project team has worked tirelessly over the past 12 months to develop, test, retest and launch our brand new CRM. I am so excited to have a tool that enables us to monitor and evaluate our service delivery, while ensuring quality care is delivered to our clients," CEO, Jason Malone said.

"It hasn't been an easy journey, but we are finally there. We look forward to continuing to meet the unique needs of our clients, with improved systems that allow us to truly see the social impact on our community."





# The year ahead

For Holdsworth, we have seen considerable improvements and noteworthy achievements that have contributed to our ongoing service delivery and innovation towards quality care for our clients.

As we embark on a new financial year, we're looking forward to cementing some exciting changes, continuing to improve on existing processes and procedures and exceeding the needs of our incredible community.

## Streamlining our team and our services

Our purpose remains the same, and to continue to deliver on this, grow our core service offering and leverage the skills and experience of our staff and volunteers we have commenced a streamlining of our service offering, with a focus on Home Care Packages and Commonwealth Home Support Programs, including transport, meals, group social support and nursing, NDIS group programs and Support Coordination, as well as our projects including Family Services.

We're thrilled to introduce a new team leadership, beginning July 2023 and an updated organisational structure that will better enhance our opportunities to connect with, grow and support the individual needs of our community.

### New leadership team for 2023/2024



**Jason Malone**  
CEO



**Rob Lancuba**  
CFO



**Brooke Norrie**  
Head of Operations



**Ethan Bidner**  
Head of Community  
Care



**Kim Tipoki**  
Manager - Family  
Services & NDIS



**Simon Wise**  
People & Culture  
Manager

# The year ahead

## Special projects with Woollahra Council

With such a successful first year of special projects in partnership with Woollahra Council, we're thrilled to be offering these for a second year, and hopefully expanding them to further areas. Watch this space!

Throughout 2022/2023 we identified the genuine need for support to navigate My Aged Care, access to services while older people are waiting for formal funding and the importance of connection through playgroup. Off the back of COVID-19, we saw considerable growth in these areas.



As we embark on the second year of these projects, we are exploring ways to improve our delivery and support for those in the local area including discharge from hospital, working with social housing and growing our family services offering to ensure our families are happy and engaged.

## Community Satisfaction Survey

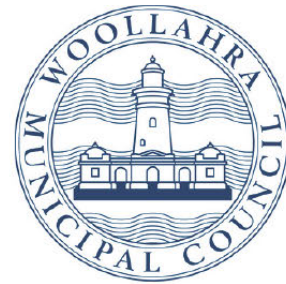
Holdsworth is here for the community and 2023/2024 is an opportunity for us to leverage our purpose and ensure we are meeting the needs of our community. Measuring our social impact, and understand where improvements need to be made is vital to not only our continued success, but to understand the needs of our local community and the services required to meet these needs.

In October 2023, we launch our Community Satisfaction Survey, designed to understand how we are doing and where improvements can be made. It will draw on questions around service quality, customer happiness, recommendation to others and communication.

This survey will inform our new strategic direction, commencing in 2024 and will help to build our plan for our Strategy Day in March 2024.

We look forward to bringing you these results later this year.

# Partnering for local impact



With care and joy, we connect people and possibility. At Holdsworth, we focus on warmth and innovation to mobilise communities as they work towards their goals.

Our ongoing partnership with Woollahra Municipal Council (WMC) continues to support key projects across our organisation that continue to drive positive outcomes for our local community.

This year, our partnership grew to respond directly to the aims and objectives at WMC, and align with the purpose and goals of Holdsworth.

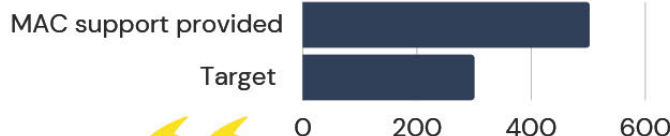
## Navigating My Aged Care

The vision for this project was to keep Woollahra residents informed about Federal Aged Care funds available to them or their family members, through My Aged Care (MAC) and support them to access services through this system that best suit their independent living needs.

Over the year, we exceeded our goals and found a genuine need for this service not just in Woollahra LGA, but further afield too.



**Our goal was to support 300 older people  
navigate My Aged Care in Woollahra LGA**



"I'm also extremely appreciative of your tips about registering with My Aged Care. I will definitely ask for referrals for transport and social support individual. I would not have known to do this without your advice. I will also ask about shopping. I was very heartened by the discussion group flyer as it's especially hard to deal with loneliness when you're in unremitting physical pain, as I have been for the last 3 weeks. The group's existence gives me hope, as do the activities/services advertised in the other flyers. Without your input I have in effect felt totally alone."

**-Navigating My Aged Care client**



## Wellness Hub

The Wellness Hub enables older residents of Woollahra to remain living at home while they wait to access Aged Care services to avoid premature entry into residential aged care or hospital.

The program includes:

- An initial consultation with Holdsworth's Registered Nurse to assess their current health needs and future ageing goals.
- An introduction to physiotherapists, dieticians and the My Aged Care system.
- A comprehensive and tailored plan developed to meet their needs and goals.
- Free services put in place for approximately 12 weeks. This might include transport, meal delivery, physiotherapy appointments, dietician, or others depending on their needs.
- Support to navigate My Aged Care and access formal funding throughout the 12 weeks to ensure services continue post-program.
- Referral to volunteer run services if required, as well as vouchers to try out Holdsworth's other programs.
- Follow up consultation with Holdsworth's Registered Nurse after the 12 weeks to ensure goals are met, and support required continues.

**160**

clients  
supported

**95%**

very satisfied or  
satisfied

**47%**

support to navigate My  
Aged Care post  
program



28

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## Holdsworth Connect

60 38 10

Holdsworth Connect is a free program designed to support elderly to stay healthy and connected with like-minded people in their local area, supported by our dedicated volunteers.

Men's Chat Group  
participants  
across 12  
sessions

Connect 1:1  
participants

IT support  
participants  
and growing!

As a volunteer run program, there are many ways local residents can Connect with others:

- 1:1 connection with a like-minded volunteer, in the clients home or out in the community
- Men's Chat Group: a forum developed to help males socially connect, including guest speakers and afternoon tea
- Coming soon: Group connect, like-minded individuals come together through shared interests like Tai Chi, knitting, craft, writing, walking or IT support.



### Meet Anna...a dedicated volunteer at Holdsworth for over 15 years

Becoming a volunteer 15 years ago has been one of the best decisions I've ever made. I started off as a Meals on Wheels volunteer with Woollahra Council in 2007 and continued on when Holdsworth Community Centre took over the services in 2013 and rebranded us Home Cuisine!

When I think Holdsworth, I think community and connection – and an admiration of the many essential services they provide to our most vulnerable in the community – services like Home Cuisine, Home Connect, Home Share, Home Shopping, Community Transport, Bus Trips for the elderly – to name but a few.

For me personally, the benefits of volunteering are enormous. Not only do I feel a sense of purpose in turning up with a basket of food to an isolated person and having a little chat, it's also a privilege to be part of their world. For many, Holdsworth may be the only contact with the outside world in their day. I also feel privileged to be part of Holdsworth Home Connect program that I've been part of since 2018. Again, a real privilege to be involved in this amazing and worthwhile program.

From that first day on duty in October 2007, to the present day, the friendships I've made along the way with my drivers and other volunteers and retired staff, are nurturing and rewarding, and none more so than with Usha whom I was paired with as my driver from my 2nd day on duty until recently. Today, we're best friends.

I wish Holdsworth continued success in their very worthwhile work and I hope to continue as a Home Cuisine 'runner' and a Home Connect 'visitor' for as long as possible.

## Woollahra Dementia Alliance

### The Vision

The Woollahra Dementia Alliance (WDA) was established in 2019 to help build a dementia friendly community in Woollahra. Championed by Holdsworth and Woollahra Council, the WDA is made up of local service providers, carers and people living with dementia who work to raise awareness about dementia among the local community.

“Our business (Reads) is situated in the heart of the village and knows what a community looks like in all its diversity. Meeting the needs of every customer, Reads has over 45 years’ experience as an accessible, community-friendly store. We look forward to supporting the Woollahra Dementia Alliance.”

–Mary Read, Reads of Woollahra.

1

### Raise awareness about dementia in the local community

We held four Dementia Awareness Information Sessions led by Dr Allan Shell, Chairman of WDA, GP, Dementia Educator. This year included a session with our local police team exploring differing behaviours, signs and awareness.

2

### Enable residents of Woollahra living with dementia and their families to build informal support networks

Dedicated programs for people living with dementia including exercise classes and bus outings.

3

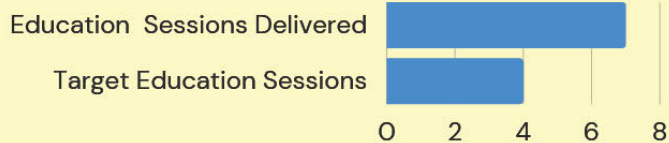
### Work with local businesses and the community to improve accessibility, support and spaces

Launch of Dementia Friendly Queen Street, bringing businesses and locals together to raise awareness about dementia, support dementia-friendly practices and share information.

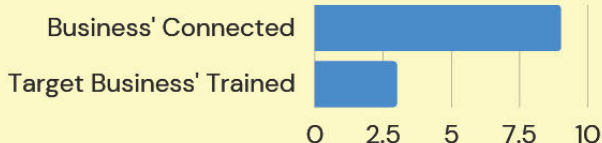
[Read more about our event here.](#)



### Dementia Friends Awareness Information Sessions



### Our goal to train 3 business



## Family Services

### The Vision

To provide a safe place for families of young children to connect to others and to receive information to support a positive parenting experience. Qualified staff provide structured play as well as an entry point for at-risk families to access more targeted support and services

**764**  
families  
supported  
throughout the  
year

**80%**  
of families  
reside in  
Woollahra LGA

### The Outcome

This year, we saw numbers grow each day, returning to what we knew prior to COVID-19. Often, this would be around 40 families per day, including mums and dads, nannies and grandparents running around with their little ones.

We launched a brand new program, Growing Great Kids, which saw guest speakers, including the team from Little Steps, WayAhead mental health organisation, joining us each quarter.

We welcomed regular visits from Woollahra Library at Double Bay for rhyme time, as well as special guests like Holdsworth participant, Ellis for storytelling.

Playgroup at Rose Bay Cottage also launched, with the continued support of Woollahra Council. We have seen a steady growth in families attending at our brand new location on Wednesdays.

Our Annual Fun Day returned with a bang, post COVID-19 with over 100 families attending, including a special surprise visit from Santa, animal farm and coffee cart.



31

“Woollahra Council is proud to support the opening of the new location for Holdsworth Playgroup at Rose Bay Cottage. Holdsworth Playgroup has been around for many years, in fact I even attended with my girls. The addition of this playgroup will be a valuable resource for families in the community, providing safe and engaging learning opportunities for children as well as support for parents. The experienced and qualified staff at Holdsworth will make this playgroup a success and we look forward to seeing the positive impact it will have on the community.”

**Susan Wynne, former Mayor of Woollahra**

HOLDSWORTH COMMUNITY | ANNUAL REPORT 2022-23





## **Meet Lisa & Ethan, a local family with a love of Holdsworth Playgroup!**

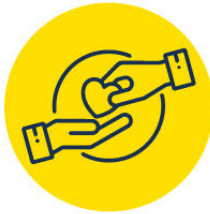
Like many parents whose children were born in the middle of the pandemic, Lisa places great value on social connection. For her and her two-year-old Ethan, Holdsworth has been a consistent and integral part of their lives since Ethan was just a few weeks old.

“So many of us were going through the same things at the same time,” she says. “It was great to have a safe space where you could talk about it, but also have someone who’s qualified to help.”

**[Click here to read more of Lisa's story and her experience at Holdsworth.](#)**

# Our Supporters

We are always grateful for the support of our community donors, volunteers and partners. We couldn't do what we do without them, in particular during this challenging year of lockdowns and uncertainty.



**\$29,525**  
raised



**individual**  
donors



**business**  
supporters



## Want to make a donation?

We are able to continue our impactful work in the community through the support of our donors. Any donation amount is much appreciated and will be put forward to providing support to people who need it.

You can donate online through here.

## Do you have skills and time you want to contribute to the community?

Volunteering has many benefits. It is an ideal way of getting to know your community, helping others, using existing skills or learning new ones. Our volunteers work in all our programs in varied roles and capacities.



## Do you have a cause you are really passionate about?

Whether you are an individual or a company, please get in touch with us to see how you can support a program close to your heart or partner with us to deliver great outcomes together!



# Our Supporters

Thank you to our community of supporters, fundraisers and partners for their continued support.



Interested in becoming a Business Supporter?  
Get in touch with Holdsworth today  
02 9302 3600 | [info@holdsworth.org.au](mailto:info@holdsworth.org.au)

# Our services



## Playgroup & parenting support

### Bub Hub (Monday, Tuesday, Thursday)

- Dedicated playgroup for non-walkers and newborns

### Toddlers (Monday – Friday)

- Play-based learning in our safe playground
- For walkers to 5 year olds



## Support for older people

### Commonwealth Home Support Program

- Community transport & meals
- Social activities
- Wellbeing & exercise classes

### Home Care Packages

- Nursing & personal care
- Home modifications
- In-home care



## Disability support

- Group social outings
- Recreational activities and connection to other organisations
- Life skills
- Nursing & personal care
- Support Coordination



**holdsworth** 

02 9302 3600 • [info@holdsworth.org.au](mailto:info@holdsworth.org.au)

64 Holdsworth Street, Woollahra

[www.holdsworth.org.au](http://www.holdsworth.org.au)

## **HOLDSWORTH COMMUNITY LTD**

ABN: 50 949 197 281

### **FINANCIAL REPORT**

**FOR THE YEAR ENDED 30 JUNE 2023**

**HOLDSWORTH COMMUNITY LTD**  
**ABN: 50 949 197 281**  
**CONTENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

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## HOLDSWORTH COMMUNITY LTD

ABN: 50 949 197 281

### DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2023

The Directors present their report on Holdsworth Community Ltd (the Company) for the financial year ended 30 June 2023.

#### Directors

The names of the Directors in office at any time during, or since the end of, the financial year are:

Names	Position	Appointed/Resigned
Lynette Ainsworth	Chairperson	
Karn Nelson	Deputy Chair	
Andrew Hobbs	Director	
Allan Shell	Director	
Lucinda Regan	Director	Resigned: 23 November 2022
Emma Hunt	Director	
Anna Ashenden	Director	
Jennifer Herrera	Director	
Sarah Swan	Director	Appointed: 15 February 2023

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

#### Information on Directors

<b>Lynette Ainsworth</b>	<b>Chairperson</b>
Qualifications	BA (Syd), LLB (Syd), MStratHRM (Wollongong), Grad Dip Mgt (UTS), Grad DipEd (STC)
Experience	Appointed in 2018, Lynette was appointed to Chair in February 2021. Lynette has worked for more than 25 years in executive leadership roles in the not-for-profit Community Services sector. Her experience has focused on building culture, developing strategy and leading transformation and innovation initiatives. Lynette is a lawyer with experience as Company Secretary and in-house Counsel, with substantial governance experience.
Special Responsibilities	Lynette is Chair of the Nomination and Remuneration Committee and a member of the Strategy and Innovation Committee, Social Impact Committee and Clinical Governance Committee.
<b>Karn Nelson</b>	<b>Deputy Chairperson</b>
Qualifications	BA (UCL), YMP (INSEAD)
Experience	Appointed in 2017, Karn is the Executive General Manager Strategy & Innovation at aged care provider, the Whiddon Group. Karn has wide experience as a brand strategist working in Australia and internationally with strategic marketing and creative services agencies. She is passionate about arts and health and about enabling older people to stay connected to the things that matter to them and to continue to participate, contribute and be valued in society.
Special Responsibilities	Karn is Deputy Chair of the Board, Chair of the Strategy and Innovation Committee, Chair of the Social Impact Committee, a member of the Clinical Governance Committee and the Nomination and the Remuneration Committee.

## HOLDSWORTH COMMUNITY LTD

ABN: 50 949 197 281

### DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2023

#### Information on Directors (Continued)

<b>Andrew Hobbs</b>	<b>Director</b>
Qualifications	LLB (UK), FCCA (UK), GAICD
Experience	Appointed in 2018. Andy is a Executive Director, Finance and Operations at NSW Treasury. Andy has over 15 years of experience in the public sector - working for the UK national government in finance until 2016 and in the NSW Treasury since his move to Australia. Andy has considerable expertise in financial policy and strategy as well as a solid commitment to volunteering for grassroots community organisations, particularly in the mental health field.
Special Responsibilities	Andy is the Chair of the Audit and Risk Committee and a member of the Nomination and Remuneration Committee.
<b>Allan Shell</b>	<b>Director</b>
Qualifications	MB BS (UNSW), Grad Dip Public Health (UNSW)
Experience	For over 40 years Allan has lived and worked in our community, as a local GP in Rose Bay, and as a Director member of the Wolper Jewish Hospital in Woollahra. He is currently an Adjunct Professor and Lecturer, in the Faculty of Medicine at UNSW, and over the past 10 years has been a lead facilitator for a national program in Dementia and Aged Care education.
Special Responsibilities	Allan is the Chair of the Clinical Governance Committee and a member of the Strategy and Innovation Committee.
<b>Sarah Swan</b>	<b>Director</b>
Qualifications	Bachelor of Arts (Media and Communication) (USYD), Juris Doctor (USYD)
Experience	Sarah has worked in Family Law for over 5 years and is a strong advocate against all forms of family violence and abuse against all genders and age groups. Sarah is a director of a law firm. Sarah has lived in the area for over 20 years and is a passionate community activist. Sarah is a Woollahra Councillor and offers a unique connection with the Council which reflects the history and association between the two organisations to provide input to both Holdsworth and Council in order to help them achieve their objectives.
Special Responsibilities	Sarah is a member of the Audit & Risk Committee.
<b>Emma Hunt</b>	<b>Director</b>
Qualifications	BA Econ (Syd), MIREl (Syd)
Experience	Emma is a senior executive and entrepreneurial leader with more than 20 years of strategy expertise across the Financial Services, Telecommunications and Retail sectors. Emma not only brings a wealth of knowledge and experience working in multinational and ASX listed businesses, consistently focusing on technology creating new business models, she is also a member of our Playgroup community.
Special Responsibilities	Emma is a member of the Audit & Risk Committee.



## HOLDSWORTH COMMUNITY LTD

ABN: 50 949 197 281

### DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2023

#### Information on Directors (Continued)

<b>Anna Ashenden</b>	<b>Director</b>
Qualifications	Bachelor of Psychology (First Class Hons), Master of International and Community Development, Grad Cert in Social Impact, MAICD
Experience	Appointed in 2022. Anna is Principal, Consulting at Social Ventures Australia. Anna has over 15 years' experience in the for purpose sector, including across Australia, Europe and Latin America. Anna's expertise is in supporting organisations to define and measure their impact and consider future strategic directions for programs and policies, with a strong social justice and community development focus.
Special Responsibilities	Anna is a member of the Strategy & Social Impact committees.
<b>Jennifer Herrera</b>	<b>Director</b>
Qualifications	BSc. LLB (AU), MBA (USA)
Experience	Appointed in 2022. Jennifer has 30+ years' experience in the corporate sector in a wide variety of roles. Jennifer worked as a corporate lawyer in both Australia and the UK before moving to the USA in 1990 to complete her MBA and work for National Basketball Association in marketing, sponsorship, and consumer products. Returning in 2003, Jennifer has worked in a variety of loyalty marketing, payments and product development roles with leading organisations including Scentre Group (Westfield) and Mastercard.
Special Responsibilities	Jennifer is a member of the Social Impact Committee.

#### Company secretary

The following person held the position of Company secretary at the end of the financial year:

Jason Malone (BCom, CPA, MBA, GAICD) has been the Chief Executive Officer since 5th of October 2021. Jason comes to Holdsworth with over 20 years of experience across the banking, manufacturing, distribution and aged care sectors. He is passionate about making a difference and helping organisations to deliver person-centric solutions to ensure people feel valued and respected. He has led organisations through business turnaround, due diligence, acquisition, integration and crisis management.

#### Review of operations

The Company broke even for the year after transfers to/from the special contingency reserve (2022: Breakeven).

In the 2022/2023 financial year the Company grew total revenue by 30%. Growth was spearheaded by the home care business which grew by 93%. The Company also upgraded its client information system to AlayaCare to better manage client service delivery, clinical risk as well as associated billing for community services, whilst ensuring a high-level quality operating IT framework is in place for the 2024 Financial Year to meet changing mandatory reporting requirements.

## HOLDSWORTH COMMUNITY LTD

ABN: 50 949 197 281

### DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2023

#### Principal activities and significant changes in nature of activities

The principal activities of Holdsworth Community Ltd during the financial year were the provision of community-based services in the Sydney area.

There were no significant changes in the nature of Holdsworth Community Ltd's principal activities during the financial year.

#### Objectives

The Company's short-term objectives are to support children and adults living with intellectual disabilities; families with young children; older people who may be frail, ill, lacking mobility, experiencing social isolation or living with dementia; and their families and care givers throughout Sydney and its Eastern Suburbs.

The Company's purpose is to exist to uphold people's right to live and participate fully in their community and to be valued for the unique contribution they make.

#### Strategy for achieving the objectives

To achieve these objectives, the Company has adopted the following strategies:

- Develop and grow a high-quality, thriving workforce;
- Invest in embedding our local approach to service delivery;
- Strengthen our role as navigator and coordinator of supports;
- Expand our support for older people;
- Hold ourselves accountable to creating positive impact.

#### Members' guarantee

Holdsworth Community Ltd is a Company limited by guarantee. In the event of, and for the purpose of winding up of the Company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to \$10 for members that are corporations and \$ 10 for all other members, subject to the provisions of the company's constitution.

At 30 June 2023 the collective liability of members was \$80 (2022: \$ 80).

#### Events after the reporting date

There are no matters or circumstances that have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

#### Future developments and results

There were no likely developments in the operations of the Company, and the expected results of operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the Company.

## HOLDSWORTH COMMUNITY LTD

ABN: 50 949 197 281

### DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2023

#### Environmental issues

The Company's operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

#### Meetings of directors

During the financial year, 8 meetings of Directors were held. Attendances by each director during the year were as follows:

	No. Eligible to Attend	No. Attended
Lynette Ainsworth	8	6
Karn Nelson	8	7
Andrew Hobbs	8	7
Allan Shell	8	5
Lucinda Regan	4	4
Emma Hunt	8	6
Anna Ashenden	8	5
Jennifer Herrera	8	7
Sarah Swan	4	2

#### Indemnification and insurance of officers


During the year the Company has provided indemnification by paying an insurance premium to insure the Directors and Executives against liabilities for costs and expenses incurred by them in defending any legal proceedings arising out of their conduct while acting in the capacity of an Executive or Director of the Company, other than conduct involving a wilful breach in relation to the Company.

#### Auditor's independence declaration


The auditor's independence declaration in accordance with section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* for the year ended 30 June 2023 has been received and can be found on page 6 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Director:

  
Lynette Ainsworth

Director:

  
Andrew Hobbs

Dated: 20 September 2023



**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**AUDITOR'S INDEPENDENCE DECLARATION**  
**FOR THE YEAR ENDED 30 JUNE 2023**

We declare that, to the best of our knowledge and belief, during the year ended 30 June 2023, there have been:

- (i) no contraventions of the auditor independence requirements as set out in section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

National Audits Group Pty Ltd  
Authorised Audit Company



Danielle Nye  
Director

Dated: 20 September 2023

Wagga Wagga

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**MORE THAN JUST AUDITORS**

Liability limited by a scheme approved under Professional Standards Legislation. ABN 89 128 381 920

T: 1300 734 707

E: [info@audits.com.au](mailto:info@audits.com.au)

[www.audits.com.au](http://www.audits.com.au)

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

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

		<b>2023</b>	<b>2022</b>
	<b>Note</b>	<b>\$</b>	<b>\$</b>
Revenue	4	9,096,995	7,020,029
<b>Less: expenses</b>			
Administration expenses		756,556	488,922
Depreciation expense		125,764	121,322
Employee benefits		7,593,436	6,227,682
Other expenses		342,331	352,260
Volunteer expense recognition		480,968	251,247
<b>Loss for the year</b>		<b>(202,060)</b>	<b>(421,404)</b>
Income tax expense	2(a)	-	-
Other comprehensive income		-	-
<b>Total comprehensive deficit for the year</b>		<b>(202,060)</b>	<b>(421,404)</b>
Transfers from Reserves		202,060	421,404
<b>Total comprehensive deficit after transfer to/from reserves</b>		<b>-</b>	<b>-</b>

The accompanying notes form part of these financial statements.

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# **HOLDSWORTH COMMUNITY LTD**

ABN: 50 949 197 281

## **STATEMENT OF FINANCIAL POSITION**

AS AT 30 JUNE 2023

	Note	2023 \$	2022 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	6	492,552	466,747
Trade and other receivables	7	384,638	297,348
Other financial assets	8	1,500,000	2,600,000
Other assets		176,370	84,208
<b>TOTAL CURRENT ASSETS</b>		<b>2,553,560</b>	<b>3,448,303</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	9	679,401	561,084
<b>TOTAL NON-CURRENT ASSETS</b>		<b>679,401</b>	<b>561,084</b>
<b>TOTAL ASSETS</b>		<b>3,232,961</b>	<b>4,009,387</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	10	528,288	443,061
Contract liabilities	11	359,754	1,051,002
Employee benefits	12	520,535	469,985
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,408,577</b>	<b>1,964,048</b>
<b>NON-CURRENT LIABILITIES</b>			
Employee benefits	12	92,871	111,766
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>92,871</b>	<b>111,766</b>
<b>TOTAL LIABILITIES</b>		<b>1,501,448</b>	<b>2,075,814</b>
<b>NET ASSETS</b>		<b>1,731,513</b>	<b>1,933,573</b>
<b>EQUITY</b>			
Reserves		398,036	600,096
Retained earnings		1,333,477	1,333,477
<b>TOTAL EQUITY</b>		<b>1,731,513</b>	<b>1,933,573</b>

The accompanying notes form part of these financial statements.

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**HOLDSWORTH COMMUNITY LTD**

ABN: 50 949 197 281

**STATEMENT OF CHANGES IN EQUITY**

FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
	\$	\$
<b>RETAINED EARNINGS</b>		
Retained earnings at beginning of year	1,333,477	1,333,477
Loss for the year	(202,060)	(421,404)
Transfers from reserve	202,060	421,404
Retained earnings at the end of the year	<u>1,333,477</u>	<u>1,333,477</u>
<b>RESERVES</b>		
Reserves at the beginning of the year	600,096	1,021,500
Transfers from reserves	(202,060)	(421,404)
Reserves at the end of the year	<u>398,036</u>	<u>600,096</u>
<b>TOTAL EQUITY</b>	<u><u>1,731,513</u></u>	<u><u>1,933,573</u></u>

The accompanying notes form part of these financial statements.

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## HOLDSWORTH COMMUNITY LTD

ABN: 50 949 197 281

### STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2023

	Note	2023 \$	2022 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
Receipt from government grants		3,924,771	3,886,332
Receipts from operating income		5,206,061	1,840,542
Receipt from other income		168,357	498,872
Payments to suppliers and employees		(9,057,303)	(7,493,709)
<b>Net cash provided by/(used in) operating activities</b>		<b>241,886</b>	<b>(1,267,963)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Purchase of property, plant and equipment		(244,081)	-
Proceeds from sale of plant and equipment		28,000	-
<b>Net cash provided by/(used in) investing activities</b>		<b>(216,081)</b>	<b>-</b>
<b>Net increase/(decrease) in cash and cash equivalents held</b>		<b>25,805</b>	<b>(1,267,963)</b>
Cash and cash equivalents at beginning of year		466,747	1,734,710
<b>Cash and cash equivalents at end of financial year</b>	6	<b>492,552</b>	<b>466,747</b>

The accompanying notes form part of these financial statements.

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**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

The financial report covers Holdsworth Community Ltd as an individual entity. Holdsworth Community Ltd is a not-for-profit Company, registered and domiciled in Australia.

The functional and presentation currency of Holdsworth Community Ltd is Australian dollars (\$AUD) and all amounts have been rounded to the nearest dollar.

The financial report was authorised for issue by the Directors on 20 September 2023.

**1 BASIS OF PREPARATION**

The financial report is a general purpose financial report that has been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Act 2012*.

The financial report has been prepared on an accruals basis and is based on historical costs.

Significant accounting policies adopted in the preparation of the financial report are presented below.

During the 2023 financial year, term deposits with a maturity greater than 3 months have been reclassified from short-term deposits under cash and cash equivalents to other financial assets (due to their long-term nature). The comparative opening cash and cash equivalents balance in the statement of cash flows has been retrospectively adjusted accordingly.

In addition, reserves of \$321,500 were reclassified from retained earnings to reserves in both years.

All other presentation remains consistent with prior reporting periods unless otherwise stated.

**2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**(a) Income Tax**

The Company is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

**(b) Revenue and other income**

**Revenue from Contracts with Customers (AASB 15)**

The Company recognises revenue to depict the transfer of promised goods or services to customers at an amount that reflects the consideration to which expects to be entitled in exchange for those goods or services, using the following five-step model for each revenue stream:

1. Identify the contract with the customer
2. Identify the performance obligations
3. Determine the transaction price
4. Allocate the transaction price to the performance obligations
5. Recognise revenue as and when control of the performance obligations is transferred

Generally, the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Company have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**(b) Revenue and other income**

**Income for Not-for-Profit Entities (AASB 1058)**

The Company recognises revenue on a basis that reflects the fair value of goods, services, and assets (such as cash, inventories and property, plant and equipment), which have been provided or transferred to the Company for nil or nominal consideration and is deemed to further the objectives of the Company. This includes the services provided by volunteers.

The revenue recognition policies for the key revenue streams of the Company are outlined as follows:

**Government Grants**

**Department of Health**

The Company receives funding from the Department of Health for the following Community Home Support Programme (CHSP) activities:

- Allied Health and Therapy Services;
- Transport;
- Domestic Assistance;
- Meals;
- Service Systems Development; and
- Social Support (Groups and Individuals).

The objectives of the funded activities are to:

- provide services that restore, improve or maintain frail, older people's health, wellbeing and independence;
- provide frail, older people with access to transport services that supports their access to the community;
- provide frail, older people with assistance with domestic chores to maintain their capacity to manage everyday activities in a safe, secure and healthy home environment;
- provide frail, older people with access to meals;
- support the development of the home support service system and enable CHSP service providers to operate effectively in line with the objectives of the CHSP and within the context of the broader aged care system;
- assist frail, older people to participate in community life and feel socially included through structured, group-based activities that develop, maintain or support independent living and social interaction; and
- assist frail, older people to participate in community life and feel socially included through meeting their need for social contact and company.

The funding agreement between the Company and the Department of Health specifies the number of 'Units' which the Company is required to complete (i.e. hours, trips, meals) for each activity. This results in a 'Unit Rate' which is subsequently used by the Company to monitor the 'Unit Cost' for each activity being performed.

**HOLDSWORTH COMMUNITY LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**(b) Revenue and other income**

Funding for these activities is received quarterly in advance from the Department of Health and is recognised as a contract liability upon receipt. The Company recognises revenue on a straight-line basis over the financial year for management reporting purposes. At the end of the financial year, the Company undertakes an assessment which compares the actual 'Units' (i.e. hours, trips, meals) completed against the 'Units' required to be completed as specified within the agreement for each activity.

The incomplete 'Units' are deemed to be unearned funds which are subsequently reallocated to its respective contract liability account and reported within the Statement of Financial Position. Funding received for incomplete 'Units' can be carried forward and are added to the funded 'Units' to be completed within the subsequent financial year.

**Woollahra Municipal Council (Funding)**

The Company receives funding from the Woollahra Municipal Council (WMC) for the purpose of performing specific obligations on behalf of the Council.

The Company receives funding for the following activities which requires quarterly budgets and actuals to be prepared and submitted to the WMC at the end of each quarter:

- Connect Program;
- Dementia Alliance;
- Family Services;
- Navigating the MAC (My Aged Care System); and
- Wellness Hub

Funding is received in advance, is recognised as a contract liability on initial receipt and then recognised as revenue on a straight-line basis over the year to which the costs are incurred to run the program and satisfaction of the performance obligations on a quarterly basis.

**Transport for NSW**

The Company receives funding from Transport for NSW for transport services under the Community Home Share Programme (CHSP).

The funding agreement between the Company and Transport for NSW specifies the number of 'Units' which the Company is required to complete (i.e. trips) during the funded period (financial year).

Funding for these activities is received quarterly in advance from Transport for NSW and is recognised as a contract liability upon receipt. The Company recognises revenue on a straight-line basis over the financial year for management reporting purposes. At the end of the financial year, the Company undertakes an assessment which compares the actual 'Units' (i.e. trips) completed with the funded 'Units' to be completed as specified within the agreement.

The incomplete 'Units' are deemed to be unearned funds which are subsequently reallocated to its respective contract liability account and reported with the Statement of Financial Position. Funding received for incomplete 'Units' can be carried forward and are added to the funded 'Units' to be completed within the subsequent financial year.

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**(b) Revenue and other income**

***Department of Communities and Justice***

The Company receives funding from the Department of Communities and Justice for the following activities:

- Family services;
- Home share; and
- Reducing social isolation for seniors.

The objectives of the funded activities are to:

- Increase a sense of belonging for families and children to their community; and
- provide young people with affordable accommodation with good access to work opportunities and educational facilities, as well as older people with company and some assistance with domestic duties.

The funding agreement between the Company and Department of Communities and Justice specifies the number of 'Units' which the Company is required to complete (i.e. clients) during the funded period (financial year). The performance obligations of the Company, however, are not deemed to be linked to the completion of the specified units.

The Company has determined the costs incurred to employ relevant personnel to lead the program as well as the costs incurred to advertise positions and services, are not directly related to the number of 'Units' (i.e. clients).

Funding is received in advance and recognised as a contract liability upon receipt. The Company subsequently recognises revenue on a straight-line basis over the year to which the costs were incurred to run the program.

***Operating Income***

***Home Care Package (HCP) Services***

The Company is an approved home care provider who receives government subsidies from Services Australia on behalf of home care package (HCP) providers. Services Australia may also provide extra funding for recipients who are eligible for home care supplements (including, dementia and cognition, veterans', oxygen, enteral feeding, viability, and hardship).

There are four (4) levels of Home Care Packages to help meet the different levels of care needs:

- Level 1 – for people with basic care needs;
- Level 2 – for people with low-level care needs;
- Level 3 – for people with intermediate care needs; and
- Level 4 – for people with high-level care needs.

A community care coordinator is assigned to each HCP recipient who develops a care plan and budget based on the needs of the recipient. As a result, recipients may be required to make self-contributions to cover costs which are unable to be subsidised based on their respective level of care.



**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**(b) Revenue and other income**

The Company subsequently provides the care services using either direct (i.e. internally via staff employed or sub-contractors hired), or indirectly (i.e. through external service providers and suppliers). Expenses are incurred by the Company on a monthly basis in advance.

The Company charges a 'management fee' of 27.5% which includes a 15% fee for management of the care funds, and a 12.5% fee for the management of the care plan. Management fees are calculated based on the "total entitlement" of each HCP recipient on a monthly basis.

At the end of each month, the Company submits a claim with Services Australia for costs incurred directly and indirectly, plus the management fee. Each claim is received within the subsequent month.

Direct services performed and management fees charged are recognised as revenue of the Company within the month to which the expenses are incurred. Indirect services are not recognised as revenue, as the Company is acting as the agent of these funds.

**National Disability Insurance Scheme**

The Company is a registered National Disability Insurance Scheme (NDIS) provider under the National Disability Insurance Agency (NDIA).

The Company provides services to the following clients:

- Self-managed;
- Plan managed; and
- NDIA.

Self-managed and plan-managed clients take care of their own claims to the government, whereas NDIA clients require the Company to make their claim for them.

The NDIA claims are made in arrears on the government portal (MyPlace) based on the expenses incurred by the client. Each service has its own rate, which gets updated every 6 months.

Self-managed clients are invoiced directly for services performed by the Company, based on how many hours have been provided during the month.

Plan-managed clients have invoices issued to their plan manager for services performed by the Company, based on how many hours have been provided during the month.

NDIA clients have invoice issued to the NDIA (i.e. claims) for services performed by the Company, based on how many hours have been provided during the month.

Revenue from these services is subsequently recognised within the period to which the services have been performed.

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**(b) Revenue and other income**

**Volunteer Service Income**

The Company receives services from volunteers who support the activities of the Company without receiving any compensation. The Company has maintained timesheet records for volunteer services performed and subsequently recognises volunteer service income and expenses respectively, which is based on the applicable pay rate for the services performed under the Social Community Home Care & Disability Services (SCHADS) Award.

The Directors have determined that the revenue recognised is a fair representation of the expenses expected to be incurred, in the event the volunteers did receive compensation for the services provided.

**Other Operating Income**

Other operating income is recognised as revenue within the period to which the Company satisfied its performance obligations.

**(c) Goods and services tax (GST)**

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST.

The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the statement of financial position.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

**(d) Property, plant and equipment**

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

Costs include purchase price, other directly attributable costs and the initial estimate of the costs of dismantling and restoring the asset, where applicable.

**Depreciation**

Property, plant and equipment is depreciated on a straight-line basis over the assets useful life to the Company, commencing when the asset is ready for use.

Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or their estimated useful life.

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**(d) Property, plant and equipment**

The depreciation rates used for each class of depreciable asset are shown below:

<b>Fixed asset class</b>	<b>Depreciation rate</b>
Plant & equipment	10% - 20%
Motor vehicles	20%
Computer equipment	25% - 30%
Leasehold improvements	5% - 20%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

**(e) Financial instruments**

Financial instruments are recognised initially on the date that the Company becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

**Financial assets**

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

**Classification**

On initial recognition, the Company classifies its financial assets into amortised cost.

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets.

**Amortised cost**

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows are solely payments of principal and interest on the principal amount outstanding.

The Company's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**(e) Financial instruments**

**Financial assets**

***Impairment of financial assets***

Impairment of financial assets is recognised on an expected credit loss (ECL) basis for assets financial assets measured at amortised cost.

When determining whether the credit risk of a financial assets has increased significant since initial recognition and when estimating ECL, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Company's historical experience and informed credit assessment and including forward looking information.

The Company uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Company uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Company in full, without recourse to the Company to actions such as realising security (if any is held); or
- the financial assets are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the Company in accordance with the contract and the cash flows expected to be received. This is applied using a probability weighted approach.

***Trade receivables***

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The Company has determined the probability of non-payment of the receivable and multiplied this by the amount of the expected loss arising from default.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Where the Company renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

***Other financial assets measured at amortised cost***

Impairment of other financial assets measured at amortised cost are determined using the expected credit loss model in AASB 9. On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

**Financial liabilities**

The Company measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**(f) Cash and cash equivalents**

Cash and cash equivalents comprises cash on hand, cash at bank which are subject to an insignificant risk of change in value.

**(g) Leases**

At inception of a contract, the Company assesses whether a lease exists.

***Exceptions to lease accounting***

The Company has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. The Company recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

**(h) Employee benefits**

A liability is made for the Company's employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

**(i) Provisions**

Provisions are recognised when the Company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured at the present value of management's best estimate of the outflow required to settle the obligation at the end of the reporting period.

The discount rate used is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the unwinding of the discount is taken to finance costs in the statement of profit or loss and other comprehensive income. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

**(j) Economic dependence**

Holdsworth Community Ltd is dependent on the continued funding supplied to perform majority of its services and to operate the Company. At the date the financial report was authorised for issue, the Directors have no reason to believe the major funding providers will not continue to support Holdsworth Community Ltd.

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**3 CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS**

The Directors make estimates and judgements during the preparation of this financial report regarding assumptions about current and future events affecting transactions and balances. These estimates and judgements are based on the best information available at the time of preparing the financial report, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

***Key estimates - impairment of property, plant and equipment***

The Company assesses impairment at the end of each reporting period by evaluating conditions specific to the Company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

***Key estimates - provisions***

As described in the accounting policies, provisions are measured at management's best estimate of the expenditure required to settle the obligation at the end of the reporting period. These estimates are made taking into account a range of possible outcomes and will vary as further information is obtained.

***Key estimates - receivables***

The receivables at reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An impairment provision is included for any receivable where the entire balance is not considered collectible. The impairment provision is based on the best information at the reporting date.



**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>4 REVENUE AND OTHER INCOME</b>		
<b>Government grants</b>		
- Department of Health (CHSP)	2,654,621	2,137,558
- Woollahra Municipal Council	863,596	1,026,498
- Transport for NSW	551,263	540,688
- Department of Communities and Justice (DCJ)	78,374	271,330
- Other grants and subsidies	302,158	69,904
	<u>4,450,012</u>	<u>4,045,978</u>
<b>- Operating income</b>		
- Home Care Package (HCP) services	2,823,954	1,472,101
- National Disability Insurance Scheme (NDIS) services	625,461	402,739
- Volunteer service income	480,968	251,247
- Home cuisine sales	113,726	120,894
- Client service fees	391,901	200,590
- Home share income	32,616	27,608
	<u>4,468,626</u>	<u>2,475,179</u>
<b>Other income</b>		
- Government COVID subsidies	-	390,863
- Other income	178,357	108,009
	<u>178,357</u>	<u>498,872</u>
<b>Total revenue and other income</b>	<u><u>9,096,995</u></u>	<u><u>7,020,029</u></u>
<b>5 AUDITOR'S REMUNERATION</b>		
Remuneration of the auditor of the Company, National Audits Group, for:		
- auditing of financial report	20,000	17,500
- assistance in compilation of financial report	2,500	2,500
	<u>22,500</u>	<u>20,000</u>
<b>6 CASH AND CASH EQUIVALENTS</b>		
<b>CURRENT</b>		
Cash at bank	192,552	466,747
Short-term deposits (< 3 Months)	300,000	-
	<u>492,552</u>	<u>466,747</u>

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
FOR THE YEAR ENDED 30 JUNE 2023

	2023 \$	2022 \$
<b>7 TRADE AND OTHER RECEIVABLES</b>		
CURRENT		
Trade receivables	37,118	79,505
Home care package (HCP) services receivable	347,520	217,843
	<u>384,638</u>	<u>297,348</u>
<b>8 OTHER FINANCIAL ASSETS</b>		
CURRENT		
Short term deposits (> 3 months)	<u>1,500,000</u>	<u>2,600,000</u>
<b>9 PROPERTY, PLANT AND EQUIPMENT</b>		
NON-CURRENT		
Plant and equipment		
At fair value	232,221	207,727
Accumulated depreciation	(199,372)	(188,993)
	<u>32,849</u>	<u>18,734</u>
Motor vehicles		
At fair value	639,193	783,798
Accumulated depreciation	(354,103)	(456,781)
	<u>285,090</u>	<u>327,017</u>
Computer software		
At cost	219,588	-
Accumulated depreciation	(25,161)	-
	<u>194,427</u>	<u>-</u>
Leasehold Improvements		
At cost	637,361	637,361
Accumulated depreciation	(470,326)	(422,028)
	<u>167,035</u>	<u>215,333</u>
	<u>679,401</u>	<u>561,084</u>

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281  
**NOTES TO THE FINANCIAL STATEMENTS**  
FOR THE YEAR ENDED 30 JUNE 2023

**9 PROPERTY, PLANT AND EQUIPMENT**

*Movements in Carrying Amounts*

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Plant & Equipment \$	Motor Vehicles \$	Computer Software \$	Leasehold Improvements \$	Total \$
<b>Year ended 30 June 2023</b>					
Balance at the beginning of year	18,734	327,017	-	215,333	561,084
Additions	24,493	-	219,588	-	244,081
Depreciation Expense	(10,378)	(41,927)	(25,161)	(48,298)	(125,764)
<b>Balance at the end of the year</b>	<b>32,849</b>	<b>285,090</b>	<b>194,427</b>	<b>167,035</b>	<b>679,401</b>

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

	2023 \$	2022 \$
<b>10 TRADE AND OTHER PAYABLES</b>		
CURRENT		
Trade payables	135,665	76,762
Accrued expenses	34,776	110,777
Superannuation payable	188,007	151,912
Other payables	312	3,076
ATO payable	169,528	100,534
	<u>528,288</u>	<u>443,061</u>
Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.		
<b>11 CONTRACT LIABILITIES</b>		
CURRENT		
Department of Health (CHSP)	223,921	887,046
Home Care Package (HCP) services	51,087	113,119
Department of Communities and Justice (DCJ)	-	25,837
Other grants	84,746	25,000
	<u>359,754</u>	<u>1,051,002</u>
<b>12 EMPLOYEE BENEFITS</b>		
CURRENT		
Provision for employee benefits	357,814	322,040
Long service leave	162,721	147,945
	<u>520,535</u>	<u>469,985</u>
NON-CURRENT		
Long service leave	<u>92,871</u>	<u>111,766</u>

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**13 KEY MANAGEMENT PERSONNEL REMUNERATION**

The total remuneration paid to key management personnel of the Company during the year ended 30 June 2023 is \$1,037,150 (2022: \$1,020,765).

For details of other transactions with key management personnel, refer to Note 14: Related Parties.

**14 RELATED PARTIES**

*The Company's main related parties are as follows:*

Key management personnel:

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any Director (whether executive or otherwise) of that entity is considered key management personnel.

Key management personnel of the Company during the year consisted of the Board of Directors and the following management positions:

- Chief Executive Officer (CEO);
- Chief Financial Officer (CFO);
- Head of Operations;
- Head of Community Care;
- Manager of NDIS and Family Share Services; and
- Head of Transport and Home Cuisine (until May23)

For details of remuneration disclosures relating to key management personnel, refer to Note 13: Key Management Personnel Remuneration.

Other related parties:

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

Transactions with other related parties of the Company during the year consisted of the following:

- Two people who were directors (one current director and one former director) of the company during the year are councillors of Woollahra Municipal Council (WMC) which provided the Company \$861,597 in funding revenue during the year; and
- A close relative of a member of management owns a uniform company which supplied uniforms to the Company during the year at a cost of \$14,624.

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**15 CONTINGENCIES**

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2023 (30 June 2022: None).

**16 EVENTS AFTER THE END OF THE REPORTING PERIOD**

The financial report was authorised for issue on 20 September 2023 by the Board of Directors.

There are no matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

**17 STATUTORY INFORMATION**

The registered office and principal place of business of the Company is:  
Holdsworth Community Ltd  
64 Holdsworth Street  
Woollahra NSW 2025



**HOLDSWORTH COMMUNITY LTD**  
**ABN: 50 949 197 281**  
**DIRECTORS' DECLARATION**  
**FOR THE YEAR ENDED 30 JUNE 2023**

The responsible persons declare that in the responsible persons' opinion:

- there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- the financial report and notes comply with the Australian Accounting Standards - Simplified Disclosures and satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2022 (Cth)*.

Director .....  
Lynette Ainsworth

Director .....  
Andrew Hobbs

Dated: 20 September 2023



**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281  
**INDEPENDENT AUDITOR'S REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**Report on the Audit of the Financial Report**

**Opinion**

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

In our opinion, the accompanying financial report of the Company for the year ended 30 June 2023 is prepared, in all material respects, in accordance with the *Australian Charities and Not-for-Profits Commission Act 2012*, including:

- i) giving a true and fair view of the Company's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- ii) complying with the Australian Accounting Standards - Simplified Disclosures, and the *Australian Charities and Not-for-Profits Commission Regulation 2022*.

**Basis for Opinion**

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

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

**Responsibilities of Management and Those Charged with Governance**

Management is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures, and for such internal control as management determines is necessary to enable the preparation of the financial report is free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the Company's financial reporting process.



**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281  
**INDEPENDENT AUDITOR'S REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2023**

**Auditor's Responsibilities for the Audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial reporter, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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**HOLDSWORTH COMMUNITY LTD**  
ABN: 50 949 197 281  
**INDEPENDENT AUDITOR'S REPORT**  
FOR THE YEAR ENDED 30 JUNE 2023

**Auditor's Responsibilities for the Audit of the Financial Report (Continued)**

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

National Audits Group Pty Ltd  
Authorised Audit Company

Danielle Nye  
Director

Dated: 20 September 2023

Wagga Wagga

**Item No:** R4 Recommendation to Council  
**Subject:** **WATSONS BAY LIBRARY - ACCESS HOURS PROJECT**  
**Author:** Jody Rodas, Manager Woollahra Libraries  
**Approver:** Patricia Occelli, Director Community & Customer Experience  
**File No:** 24/47070  
**Purpose of the Report:** To seek support for installation of equipment that will allow community access to Watsons Bay Library during unstaffed times.  
**Alignment to Delivery Program:** Strategy 1.1: Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

**Recommendation:**

THAT Council:

- A. Note the results of the community engagement carried out from 5 November 2024 - 11 December 2024 to implement community access hours at Watsons Bay Library in accordance with the Special Rates Variation funding granted.
- B. Agree for staff to proceed with the installation of equipment to enable extended community access to Watsons Bay Library during non-staffed times for a further 19 hours per week within the framework of the current development consent.
- C. Request a report be brought to Council following the operational trial between the period June 2023 – December 2023, to consider any further need for extension of community access hours beyond those proposed in this report.

---

**Executive Summary:**

Watsons Bay Library currently operates 29 hours per week across Monday to Friday. Following a Councillor briefing on 16 October 2023, Woollahra Libraries undertook a period of public consultation with Watsons Bay Library's neighbours, members, residents and other stakeholders between 5 November 2023 – 11 December 2023 to test the enthusiasm for additional community access hours outside current staffed times. Feedback indicated that while staff were greatly valued, many respondents would appreciate the opportunity to access the Library at different times, particularly on the weekend and weekday mornings.

After considering the feedback gathered through the consultation, it is proposed to offer an extended service to the community for an additional 19 hours per week, including time on a Saturday. This will complement the 29 hours of staffed time that is currently offered and bring the total opening hours for Watsons Bay Library to 48 hours per week. The maximum amount of time that the Library is able to operate under the 2009 development consent.

It is anticipated that after a six-month trial period at the end of 2024, a review will be undertaken to ascertain whether a change to the DA is required to enable further expansion of accessible hours.

**Discussion:**

Watsons Bay Library is a well-loved local community facility recording 58,762 visits and 21,576 physical loans in 22/23. It is currently open and staffed by two team members who provide face-to-face customer service for 29 hours per week with hours varying from day to day:

Monday and Friday 2.00pm – 5.00pm  
Tuesday and Thursday 9.30am – 5.00pm  
Wednesday 12.00 noon – 7pm  
Closed Saturday and Sunday.

This Library moved to its current location from Dunbar House in 2009 with its current DA allowing for operation for 48 hours per week between:

Monday to Friday 9.00am and 7.00pm  
Saturday 10.00am to 4.00pm.

The State Library's *Living Learning Libraries 7<sup>th</sup> ed. (2020)*, objective on Opening Hours is for a 'Library to be open at times which enable the community to make the most effective use of the library service and to ensure that the library's resources and services are as widely available as possible'. With the limited hours currently on offer at Watsons Bay, this guideline is not being met.

Consultation for the Library Strategic Plan during 2019 and subsequent annual Library satisfaction surveys indicated that the community is interested in attending Watson's Bay Library outside of current operating hours. Anecdotally Library staff are aware that the irregular hours cause confusion amongst library customers who have reported trying to visit during closed periods. While there is no capacity within Woollahra Libraries salaries budget to increase the number of staff hours on site at Watsons Bay each week, a project to provide access to this library's space and collection during times without staff presence was identified and subsequently funded as part of the Special Rates Variation. This project is also the Libraries nominated 23/24 Customer Experience (CX) Design deliverable.

Community consultation was held between 5 November 2023 - 11 December 2023 and included the following:

- Postal notification to neighbours
- 2 community pop-ups at Watsons Bay shops
- Survey on Council's Your Say platform. The survey was also made available in paper form at all Libraries.
- Ad-hoc conversations with library members at Watsons Bay Library.

Altogether, 50 responses were received from the Community indicating positive support for the extension of the opening hours. Analysis of the Community Consultation can be found at Appendix 1.

Extension of opening hours outside of current operations is possible through the installation of technology infrastructure so that approved library members will have access to the facility while unstaffed. As many library operations are self-service, this type of access is something the Library sector has successfully implemented at other services across NSW and interstate. Similar access models in libraries have been operating successfully at Lambton (Newcastle), Harrington (Mid Coast), and Forestville (Northern Beaches) for over twelve months. After completing positively received trial periods without incident, all three of these libraries have implemented unstaffed hours on a permanent basis. These libraries are all small branch libraries similar to Watsons Bay, with Lambton also being contained in a heritage building.

Two quotes have been sought from specialist library suppliers to install equipment to enable unstaffed access to occur and this is able to be delivered through the available budget.

### Options:

Council may resolve in line with the recommendation/s as included in this report or, Council may choose to resolve in some other manner.



## **Community Engagement and / or Internal Consultation:**

### Internal Consultation

Several key staff have been consulted in the development phase of this project.

- Library staff, including staff based at Watsons Bay Library
- Manager, Information and Digital Transformation
- ICT Coordinator
- Team Leader, Heritage
- Manager, Development Assessment
- Building Services Co-ordinator
- Building Facilities and Projects Officer
- Community and Engagement Co-ordinator
- Health, Safety and Injury Management Co-ordinator

### External Consultation

Community consultation was held between 5 November 2023 – 11 December 2023 and included the following:

- Postal notification to neighbours
- 2 community pop-ups at Watsons Bay shops
- Survey on Council's Your Say platform. The survey was also made available in paper form at all Libraries.
- Ad-hoc conversations with library members at Watsons Bay Library.

Altogether, 50 responses were received from the Community.

### **Policy Implications:**

There are no policy implications as a result of this report.

### **Financial Implications:**

This project was identified as part of the Special Rates Variation with \$30,000 allocated for the installation of infrastructure.

Woollahra Libraries has been in regular contact with two specialist Library suppliers, who offer these solutions and who have provided quotations to carry out the work. The preferred provider quote is within the amount allocated for the project.

Ongoing, additional security will be required to ensure the building is vacated and locked at closing. Approximately \$9,000p.a has been included in the Library's recurrent contracts budget for this purpose.

### **Resourcing Implications:**

Resources for this project are allocated through existing staffing. The Responsible Officer for delivery of this project is Systems and Business Team Leader, supported by Library Resource Management Coordinator and Manager, Woollahra Libraries. The wider project team consists of Library IT Staff with additional advice and support provided by Council's ICT and Property and Project teams.

### **Conclusion:**

A period of Community Engagement has confirmed community support and interest in accessing Watsons Bay Library outside of current operating hours. Engagement shows that there is support for an unstaffed access model that will give the community the opportunity to utilise the Library for an additional 19 hours across the week including Saturdays.

Funding for this project was considered as part of the Special Rates Variation and allows for installation of infrastructure later this year. Appropriate procedures and marketing will be in place for a launch so that a proposed trial of the system can proceed with feedback gathered after six months. Following this a further report will be prepared for Council which will evaluate its success and consider any requirement for further expansion beyond the current DA.

### **Attachments**

1. Watsons Bay Library - Access hours project. Analysis of Community Consultation [↓](#) 

**Watsons Bay Library – Access hours project : Analysis of consultation results.**  
**Appendix 1**

A period of community consultation was held from 5 November 2023 – 11 December 2023 to both inform members of the community about the proposal for extended access hours at Watsons Bay and to gather feedback. Consultation activities were advertised widely, via a direct email campaign to Watsons Bay members, printed collateral at all Libraries and other Council locations and inclusion in the Woollahra Libraries enewsletter. During this time, 50 members of the community provided feedback on the proposal using the 'Your Say' platform, printed surveys and in conversation to staff at pop up events, with the results showing support for and interest in accessing the library during hours outside of those currently offered and with no staff onsite.

The majority of respondents, 69% indicated that they lived within the Watsons Bay postcode area with 94% being users of Watsons Bay Library. Many positive comments were received about the Library including:

*"It's wonderful to have small library with such a great non-fiction collection. Browsing and borrowing is a real pleasure as there are never too many people around and the library is so easy to navigate because of its size. I can always find a book to browse or borrow. Given Watson's Bay proximity to amenities and needing to drive for most things in life, it is excellent and really special having a library that I can walk to."*

*"I just love this tiny local library. Thanks for your efforts to make it even better."*

*"It's very beautiful and sweet - also lovely having it open to the grass play area and the cafe - great for us mums!"*

The consultation revealed that 80% of respondents also visited Paddington and Double Bay Libraries for two main reasons, the larger collection and the longer hours. In fact when asked to rate their satisfaction with current operational hours at Watsons Bay only 29% responded positively with commentary supporting the need for an extension of hours:

*"need longer open hours 7 days 24/7"*

*"Its a great place but under utilised. There is scope for an increase in the number of programs available, particularly in the evenings when working folks can attend."*

*"The library is rarely open. It could be a terrific hub if it offered more hours and activities."*

*"i'd like it if the opening hours were consistent so I didn't need to look up the hours everytime I go. 3 different sets of hours for 5 days seems crazy"*

Members of the community were specifically asked if they would be interested in attending Watsons Bay Library at additional times, without staff onsite. The majority of respondents (66%) answered 'yes' to this question. Interestingly those who answered negatively cited concerns about the perceived loss of staff at Watsons Bay. There is no doubt that staff, their advice and their ability to make community connections are valued and many comments received support this. Printed and online collateral stated that there was no intention to reduce the staffing levels at the Library.

#### Security and operational requirements

A key component of this project is a complete security upgrade. This will help to protect library equipment, resources and patron safety during unstaffed hours. This will be achieved by:

- signage
- exterior lighting upgrade
- discrete placement of surveillance equipment (CCTV)
- upgrade of duress alarms
- boosting mobile phone coverage to ensure ease of access to the building and emergency services if needed. The library is in a mobile phone black spot.

During the community engagement period, Library customers were asked what additional protections would make them feel safe to use the library outside of existing hours. Only 22 respondents answered this question with 11 indicating that they were satisfied with the security measures proposed and a further eight made suggestions for items such as emergency buttons and entry logs, which will already be included in the operating model.

Library members will apply to be a user of the system and complete an induction process before being granted access. A member authentication system that will check library barcodes against the Library Management System will be used to unlock the door, so that the community can utilise the space, collections and equipment. A similar door unlocking system is currently being used at Double Bay Library to manage access to study rooms. Members will be able to issue books using the self-service kiosks that are currently in place at all Woollahra Libraries. It is proposed that the extended Watsons Bay hours be delivered at times when Double Bay is open so that phone support will be available from staff onsite at Double Bay Library.

Library members will be approved to use the service if they:

- Have an active Library membership with no restrictions in place.
- Are aged 16+ with permission from a parent guardian for members under the age of 18.
- Have updated contact details.
- Completed compulsory viewing of an orientation video that highlights safety measures and what to do in the event of an emergency.
- Have acknowledged terms and conditions including accepting responsibility of any guests they may bring into the space.

#### Hours of operation

Consultation on this project also included gathering data on our member's preferences for opening times and available staff hours. It was clear from this that there was a leaning toward regular weekend and weekday morning access.

Given the current development consent restrictions do not allow for Sunday operations, the following hours are proposed:

Day	Current hours (staffed)	Proposed hours	Unstaffed additional hours
Monday	2.00pm – 5.00pm	9.30am – 5.00pm	9.30am – 2.00pm
Tuesday	9.30am – 5.00pm	9.30am - 5.00pm	
Wednesday	12.00pm – 7.00pm	9.30am - 7.00pm	9.30am – 12.00pm
Thursday	9.30am – 5.00pm	9.30am – 7.00pm	5.00 – 7.00pm
Friday	2.00pm – 5.00pm	9.30am – 5.00pm	9.30am – 2.00pm
Saturday	Closed	10.30am – 4.00pm	10.30am – 4.00pm
Sunday	Closed	Closed	
Total hours per week	29	48	19

Aligning the opening hours each weekday morning will decrease the confusion currently experienced by Library customers. Survey respondents also indicated enthusiasm for a staff presence at Watsons Bay Library on a Saturday. While we would potentially be able to ask staff to adjust their rosters so that this can be achieved, an additional cost of approximately \$6,372 would be required in order to pay staff the required Saturday 25% shift loading.

As indicated in the Councillor briefing on 16 October 2023, following the installation of equipment, a six month trial will be held to evaluate the effectiveness of the model and if further expansion of the program is warranted. Following the trial, adjustments to the project may be recommended and further community engagement will be sought to determine whether a change to the DA at Watsons Bay is required, especially to facilitate access on Sundays.

This trial may also be used as a test case for managing community access to other facilities across the Woollahra LGA.





**Item No:** R5 Recommendation to Council  
**Subject:** **MONTHLY FINANCIAL REPORT - 29 FEBRUARY 2024  
INVESTMENT HELD AS AT 31 MARCH 2024**  
**Author:** Abdullah Rayhan, Team Leader Financial Services  
**Approvers:** Paul Ryan, Chief Financial Officer  
Sue Meekin, Director Corporate Performance  
**File No:** 24/49873  
**Purpose of the Report:** To present the monthly financial report for February 2024 and to present a list of investments held as of 31 March 2024.  
**Alignment to Delivery Program:** Strategy 11.2: Secure Council's financial position.

**Recommendation:**

THAT Council:

- A. Receive and note the Monthly Financial Report – February 2024.
- B. Note that the Council's 12-month weighted average return for February 2024 on its direct investment portfolio of 5.14% (LM: 5.12%, LY: 3.69%) exceeds the benchmark 90-day AusBond Bank Bill Index of 4.43%.
- C. Note that the interest revenue for the year to date February 2024 is \$3.44M, exceeding our revised year to date budget of \$1.96M for the same period.
- D. Receive and note the list of Council's investments held as of 31 March 2024 (provided as late correspondence).

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**Executive Summary:**

The purpose of this report is for the Responsible Accounting Officer (RAO), the Council's Chief Financial Officer to provide the Council with a written report for February 2024 as per the Local Government Regulation 2005 (Clause 212), setting out details of all money that the Council has invested.

As previously noted by the Committee, due to the end of the month occurring after the closure of the meeting agenda and business papers, the full report for that month is unable to be prepared for the meeting and is instead presented at the following meeting. In order to meet the investments reporting obligations under the Local Government (General) Regulation noted above, a list of investments held at the end of the month will be presented to the Committee at its meeting as 'late correspondence'. Therefore this report presents the full monthly financial report for February 2024. A list of investments held as of 31 March 2024 will be presented to the Committee at its meeting on 02 April 2024 as "late correspondence".

The 12-month weighted average return for February 2024 rose by 0.02bps to 5.14% (last month: 5.12%; last year's same month 3.69%) on the back of rising deposit rates. The interest revenue is ahead of our revised budget and will be reviewed as part of our quarterly forecast.

**Discussion:**

The Monthly Financial Report for February 2024 is submitted to the Committee for consideration and includes the following:

- ◆ Investment Transactions for the month.
- ◆ Restricted Cash (Reserves).
- ◆ Summary of Receipts, Payments, and Bank Balance.

- ◆ Details of Investment Portfolio.
- ◆ Investment Policy Compliance Report.
- ◆ Charts: Weighted Average Days to Maturity, Weighted Average Return, Weighted Average Return v 90-day AusBond Bank Bill Index, Actual Interest Earned v Original Budget & Revised Forecast.
- Movements in Book Value (Fair Value) of Investments.

### Investment Transactions for February 2024

Date	Investment Description	Term	Rate	Transaction	Amount
Opening Balance as at 1 February 2024					105,659,645.57
14/02/2024	Westpac Banking Corporation	365	4.97	Maturity	-6,000,000.00
27/02/2024	National Australia Bank	365	5.02	Maturity	-4,000,000.00
27/02/2024	National Australia Bank	371	5.10	Purchase	5,000,000.00
27/02/2024	Westpac Banking Corporation	371	5.12	Purchase	5,000,000.00
29/02/2024	CBA Online movement			Deposit	4,500,000.00
29/02/2024	NAB Loan Repayment account		4.75	Monthly Interest	1,632.20
Net movement in Portfolio for the month					4,501,632.20
<b>Closing Balance as at 29 February 2024</b>					<b>110,161,277.77</b>

### Commentary:

Council's investment portfolio remains steady, and the total new investment for the month equates to \$10 million.

### Restricted Cash

Restricted Cash is funds set aside for future expenditure and is established either by a legislative requirement or Council resolution. Reserves established by a legislative requirement are called "External Restrictions" while those established by Council are "Internal Restrictions".

The breakdown below shows that of the Council's total cash and investments of \$111.58M\* at the end of February'24, \$94.38M was restricted leaving \$17.20M in unrestricted cash.

	29/02/2024
	\$'000
Total Cash, Cash Equivalents and Investments	111,579 *
Less: Restricted Cash:	
External Restrictions	16,962
Internal Restrictions	<u>77,420</u>
Unrestricted Cash	<u>17,197</u>

\*Includes on call cash in operating bank accounts not included in the investments balance above.

Details of restricted cash balances are provided each quarter in the quarterly budget review.

## Summary of Receipts, Payments, and Bank Balance

Cash Book Balance as at 31 January 2024

2,213,902.89

General Fund Acct 1,419,199.75  
Kiaora Bank Acct 794,703.14

### Receipts

Rates	9,235,206.59
Investment Maturities	10,000,000.00
Transfers In from At Call Accounts	4,522,116.91
Other	7,366,682.05
<b>Total Receipts</b>	<b>31,124,005.55</b>

### 10 Largest Receipts during the month

Description	This month	Current YTD	Previous YTD
Kiaora Place	1,016,687	8,310,880	7,974,364
Deposits & Bonds	760,044	6,605,515	6,052,253
Sundry Debtors	708,300	12,510,520	6,722,602
Parking Fines	646,399	5,028,604	4,965,470
GST Refund	365,315	3,087,330	1,515,506
Capital Grants	270,620	411,801	412,185
Work Zone Charges	240,715	1,550,068	1,501,633
Parking Meter Charges	216,475	1,675,820	1,470,723
Preschool Subsidy	168,800	1,144,758	1,049,963
S7.21 Contributions	165,716	2,666,348	2,192,547
	4,559,071	42,991,644	33,857,246

### Payments

Cheque Payments	-583,259.03
Cancelled Cheques	48,464.68
EFT Payments	-8,366,875.12
Returned EFT Payments	2,370.72
<b>Total Payments before Direct Debits</b>	<b>-8,899,298.75</b>

### 10 Largest Payments during the month

Reference	Payment Date	Payee	Description	Amount
0000108047	8/02/2024	PayClear Services Pty Ltd	Superannuation Payment	-540,853.02
0000108436	29/02/2024	Veolia Environmental Services	Tipping fees - Municipal/Commercial	-526,698.00
0000108012	8/02/2024	Icare Workers Insurance	Insurance Premium adjustments	-412,774.71
0000108403	22/02/2024	URM Environmental Services	Waste recycling collection	-302,108.46
0000108354	22/02/2024	Office of State Revenue	Unclaimed Money return	-215,257.29
0000108168	15/02/2024	GJ's Landscapes Pty Ltd	General Works - Capital Projects	-189,444.28
0000108070	8/02/2024	DFSI Revenue	Infringement processing fees	-159,979.23
0000108448	29/02/2024	GPM Marine Constructions	General Works - Capital Projects	-135,547.50
0000108348	22/02/2024	Melhemcorp Pty Ltd	General Works - Capital Projects	-132,312.95
0000108243	15/02/2024	State Civil Pty Ltd	General Works - Capital Projects	-123,497.00

### Payments - Direct Debits From Bank A/c

Payroll	-2,308,976.12
PAYG Tax	-818,639.00
Bank Charges	-1,916.20
Revenue Collection Charges	-14,459.54
Investment Purchases	-10,000,000.00
Transfers to At Call Accounts	-9,000,000.00
Credit cards	-8,693.65
<b>Total Direct Debits for period</b>	<b>-22,152,684.51</b>
<b>Total Payments</b>	<b>-31,051,983.26</b>

Cash Book Balance as at 29 Feb 2024

2,285,925.18

General Fund Acct 1,560,518.63  
Kiaora Bank Acct 725,406.55

Issued Cheques	Value: 326,105.96
Outstanding Deposits & Miscellaneous Items	152,431.08
<b>Reconciled Cash Book Balance as at 29 Feb 2024</b>	<b>2,764,462.22</b>

Bank A/c Balances as at 29 Feb 2024

2,764,462.22

General Fund Acct 2,039,055.67  
Kiaora Bank Acct 725,406.55

### Unpresented Cheques > \$50,000.00

Cheque No.	Cheque Date	Payee	Description	Amount
230968	29/02/2024	Withheld	Security Bond Refund	-72,955.55

### Commentary:

This statement presents Council's bank reconciliation as of 29 February 2024. The top ten receipts and payment items are provided. Excluding investment transactions, receipts exceeded payments this month by approximately \$4.5M and together with movements in cash at bank resulted in a \$4.5M increase in our total portfolio value.

**DETAILS OF INVESTMENTS PORTFOLIO AS AT 29 FEBRUARY 2024**

RATING	BANK & SECURITY	PURCHASE DATE	MATURITY DATE	TOTAL TERM (DAYS)	REMAINING DAYS TO MATURITY	%	BOOK VALUE \$
	<b>1. OAKVALE CAPITAL Limited</b>						
	Emerald Reverse Mortgage Backed Security Face Value 1 Million						727,156.28
	<b>2. WMC DIRECT INVESTMENTS</b>						
A	<b>ING DIRECT</b>						
	TERM DEPOSIT	9/03/2023	11/03/2024	368	11	4.98	3,000,000.00
AA	<b>WESTPAC BANKING CORPORATION</b>						
	TERM DEPOSIT	9/03/2023	11/03/2024	368	11	4.81	5,000,000.00
AA	<b>NATIONAL AUSTRALIA BANK</b>						
	TERM DEPOSIT	9/03/2023	11/03/2024	368	11	4.85	5,000,000.00
AA	<b>WESTPAC BANKING CORPORATION</b>						
	TERM DEPOSIT	29/03/2023	28/03/2024	365	28	4.39	4,000,000.00
AA	<b>NATIONAL AUSTRALIA BANK</b>						
	TERM DEPOSIT	13/04/2023	15/04/2024	368	46	4.50	3,000,000.00
BBB	<b>BENDIGO ADELAIDE BANK</b>						
	TERM DEPOSIT	27/04/2023	26/04/2024	365	57	4.70	5,000,000.00
BBB	<b>BANKVIC</b>						
	TERM DEPOSIT	29/05/2023	29/05/2024	366	90	5.11	5,000,000.00
BBB	<b>AMP BANK</b>						
	TERM DEPOSIT	8/06/2023	11/06/2024	369	103	5.45	4,000,000.00
AA	<b>NATIONAL AUSTRALIA BANK</b>						
	TERM DEPOSIT	19/07/2023	22/07/2024	369	144	5.44	5,000,000.00
BBB	<b>AMP BANK</b>						
	TERM DEPOSIT	19/07/2023	22/07/2024	369	144	5.75	3,000,000.00
AA	<b>COMMONWEALTH BANK</b>						
	TERM DEPOSIT	21/08/2023	20/08/2024	365	173	5.53	5,000,000.00
A	<b>SUNCORP BANK</b>						
	TERM DEPOSIT	21/08/2023	21/08/2024	366	174	5.21	5,000,000.00
AA	<b>NATIONAL AUSTRALIA BANK</b>						
	TERM DEPOSIT	20/09/2023	23/09/2024	369	207	5.30	8,000,000.00
AA	<b>WESTPAC BANKING CORPORATION</b>						
	TERM DEPOSIT	31/10/2023	31/10/2024	366	245	5.50	2,000,000.00
A	<b>SUNCORP BANK</b>						
	TERM DEPOSIT	28/11/2023	28/11/2024	366	273	5.47	2,000,000.00
BBB	<b>BANK OF QUEENSLAND</b>						
	TERM DEPOSIT	20/12/2023	21/01/2025	398	327	5.10	1,000,000.00
A	<b>SUNCORP BANK</b>						
	TERM DEPOSIT	20/12/2023	21/01/2025	398	327	5.20	7,000,000.00
A	<b>ING DIRECT</b>						
	TERM DEPOSIT	20/12/2023	21/01/2025	398	327	5.23	7,000,000.00
AA	<b>NATIONAL AUSTRALIA BANK</b>						
	TERM DEPOSIT	24/01/2024	4/02/2025	377	341	5.15	3,000,000.00
AA	<b>WESTPAC BANKING CORPORATION</b>						
	TERM DEPOSIT	24/01/2024	4/02/2025	377	341	5.16	7,000,000.00
AA	<b>NATIONAL AUSTRALIA BANK</b>						
	TERM DEPOSIT	27/02/2024	4/03/2025	371	369	5.10	5,000,000.00
AA	<b>WESTPAC BANKING CORPORATION</b>						
	TERM DEPOSIT	27/02/2024	4/03/2025	371	369	5.12	5,000,000.00
<b>AT CALL:</b>							
AA	<b>COMMONWEALTH BANK</b>						
	ONLINE SAVER A/C					4.35	10,000,000.00
AA	<b>NATIONAL AUSTRALIA BANK</b>						
	LOANS REPAYMENT A/C					4.75	434,121.49
	Total WMC Direct Investments						109,434,121.49
	<b>Weighted Average Days to Maturity of WMC Direct Investments</b>				<b>193</b>		
	<b>Weighted Average Return of WMC Direct Investments</b>					<b>5.14</b>	
	<b>PORTFOLIO TOTALS</b>						<b>110,161,277.77</b>

I hereby certify that the above investments have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's investment policy.

P. Ryan

CHIEF FINANCIAL OFFICER

**Commentary:**

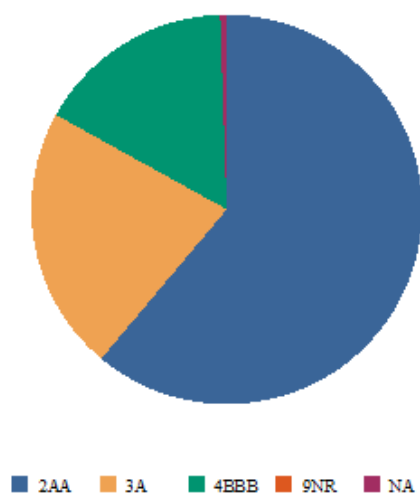
As of the end of February 2024, Council was within the policy limits for each individual ADI. Overall, the portfolio is well diversified across the entire credit rating spectrum. The majority of the portfolio is directed to fixed-term deposits and cash.

### Investment Policy Compliance Report as at 29 February 2024

Acct	Bank	Rating Cat.	%	Policy Limit \$	Current Holding	% of Total	Compliance
<b>Counterparty Limits:</b>							
AMP	AMP Bank	BBB	10%	11,016,128	7,000,000	6%	Complies - \$ 4,016,127 available
BAB	Bendigo Adelaide Bank	BBB	10%	11,016,128	5,000,000	5%	Complies - \$ 6,016,127 available
CBA	Commonwealth Bank	AA	30%	33,048,383	15,000,000	14%	Complies - \$18,048,383 available
ING	ING Direct	A	15%	16,524,192	10,000,000	9%	Complies - \$ 6,524,191 available
NAB	National Australia Bank	AA	30%	33,048,383	29,434,121	27%	Complies - \$ 3,614,261 available
OAK	Oakvale Capital	NA		0	727,156	1%	Grandfathered - Complies
QLD	Bank of Queensland	BBB	10%	11,016,128	1,000,000	1%	Complies - \$10,016,127 available
SUN	Suncorp	A	15%	16,524,192	14,000,000	13%	Complies - \$ 2,524,191 available
VIC	BankVic	BBB	10%	11,016,128	5,000,000	5%	Complies - \$ 6,016,127 available
WBC	Westpac Banking Corporation	AA	30%	33,048,383	23,000,000	21%	Complies - \$10,048,383 available
					110,161,278		

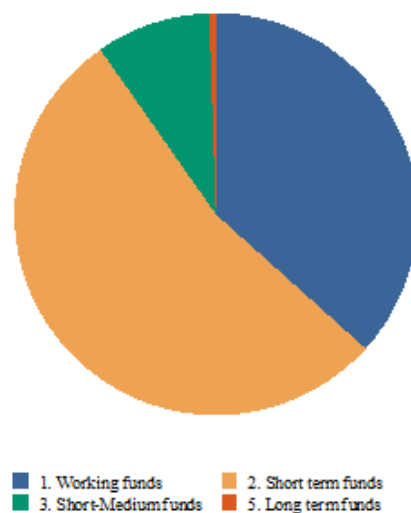
#### Credit Quality Limits:

Rating Cat.	Limit	\$	%	
AA	100%	67,434,121	61%	Complies
A	60%	24,000,000	22%	Complies
BBB	40%	18,000,000	16%	Complies
NA		727,156	1%	Grandfathered
		110,161,278		

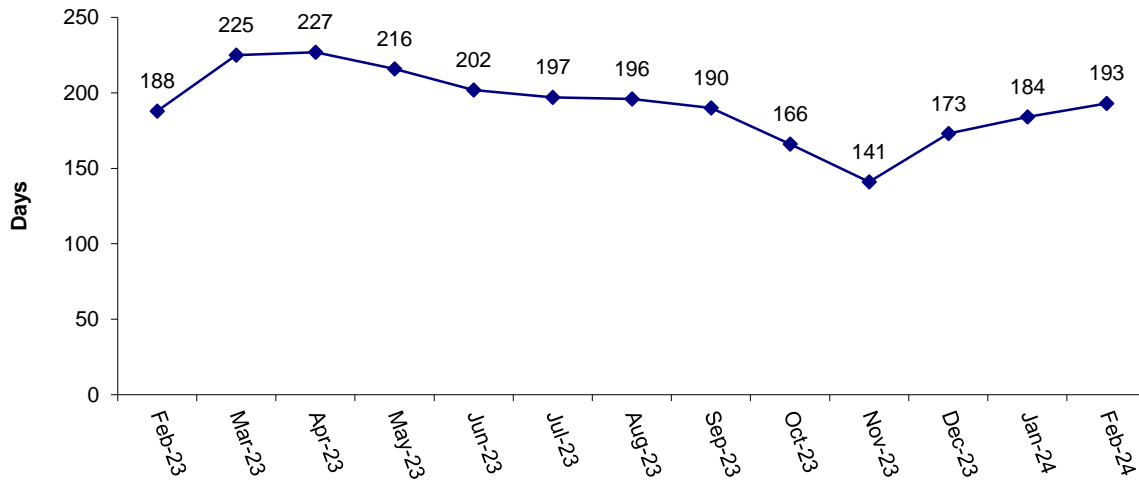


#### Term to Maturity Limits:

Term	Limit	\$	%	
1. Working funds	10-100	40,434,121	37%	Complies
2. Short term funds	20-100	59,000,000	54%	Complies
3. Short-Medium funds	0-70	10,000,000	9%	Complies
5. Long term funds	0-20	727,156	1%	Complies
		110,161,278		



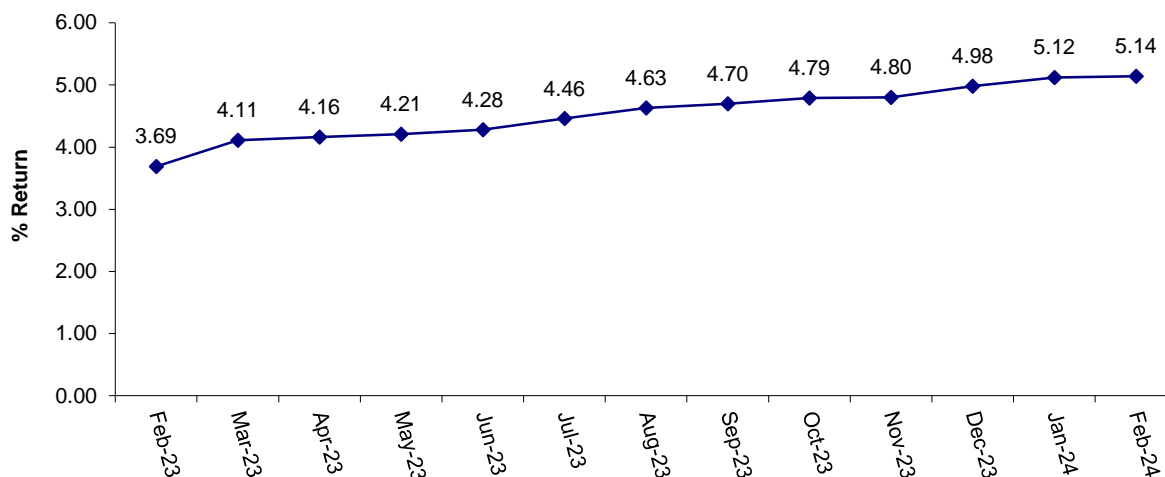
### Weighted Average Days to Maturity



#### Commentary:

The weighted average days to maturity increased by 9 days over the previous month due to longer-term investments capturing better rates and new investments placed on terms no greater than 371 days.

### Weighted Average Return

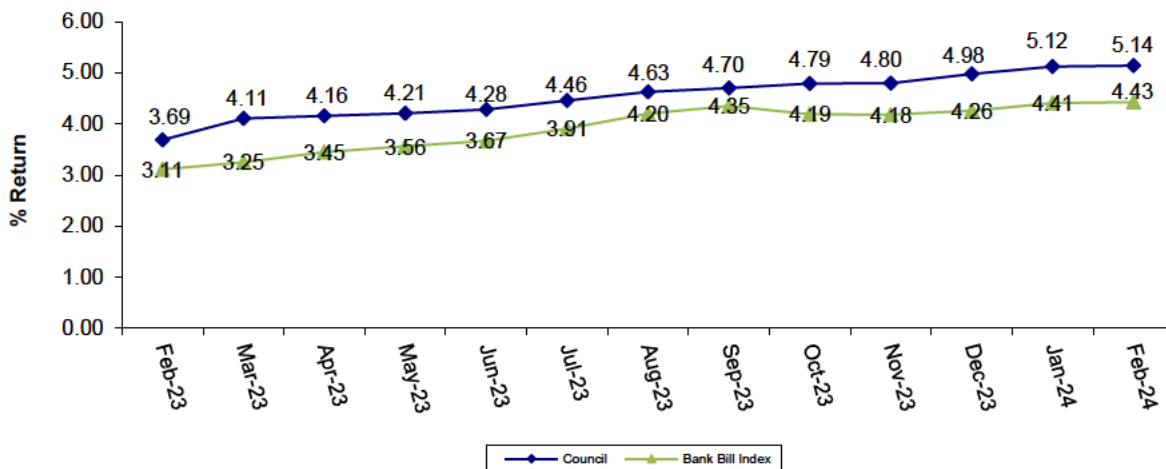


#### Commentary:

The weighted average return for February 2024 saw an increase of 0.02bps with new investments placed on interest rate terms ranging from 5.10% to 5.12% per annum.

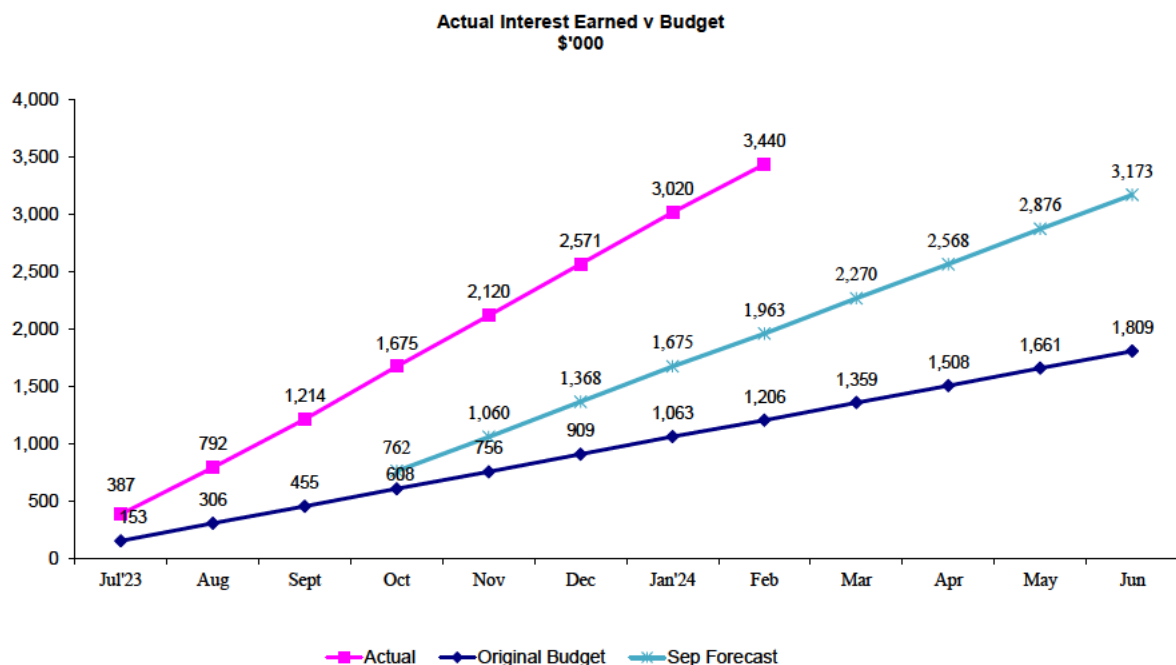


### Weighted Average Return v Bank Bill Index



#### Commentary:

This chart tracks the Council's weighted average return on its direct investment portfolio against a 90-day AusBond Bank Bill Index. The Council's weighted average increased to 5.14% per annum with the 3mth AusBond Bank Bill Index of 4.43% per annum.



#### Commentary:

Council's year to date February 2024 interest revenue came in at \$3.44M, ahead of our revised budget and will continue the trend. The forecast interest income will be revised as part of the March 2024 budget review presented to council.

## Movements in Book Value (Fair Value) of Investments

### EMERALD MBS2007-1B

	Securities	Total Book Value
30/06/2023 Balance brought forward	727,156.28	727,156.28
	<b>727,156.28</b>	

#### Commentary:

The table above details movements in the Council's portfolio formerly managed by Oakvale Capital. It typically includes the maturity or sale of securities, quarterly coupon payments and fair value (market) adjustments.

#### Options:

This report is presented to the Committee for noting.

#### Community Engagement and/or Internal Consultation:

There has been no community engagement or internal consultation in the preparation of this report.

#### Policy Implications:

There are no Policy implications arising from this report.

#### Financial Implications:

Over the financial year depending on economic conditions and bank interest offerings, Council will continue to invest in the longer term by placing a slightly larger proportion of deposits across 12 months or more. Over a cycle and in a normal market environment, this may earn up to  $\frac{1}{4}$ - $\frac{1}{2}$ % p.a. higher compared to investing in shorter terms.

#### Conclusion:

Despite potential interest rate cuts on the horizon, given an upward-sloping deposit curve, maintaining a slightly longer average duration position on deposits will continue to outperform shorter durations. The deposit market has largely already factored in the potential rates cut cycle, reflected by the flattening of the curve demonstrated by the longer-term holdings over the past few months. Interestingly, amongst the major banks, 2 to 5-year deposit rates are now being offered slightly below 12-month rates. Therefore, Council continues to place new investments on terms no greater than 12 months with rates on offer continuing to increase along this part of the curve.

Due to the timing of the April 2024 FC&S Committee meeting being so close to March month end, the March 2024 Monthly Financial Report will be tabled at the May 2024 FCS Committee in line with the Committee resolution.

To meet the minimum investments reporting obligations under the Local Government (General) Regulation a list of investments held as of 31 March 2024 will be presented to the Committee at its meeting on 02 April 2024 as late correspondence.

#### Attachments

Nil

**Item No:** R6 Recommendation to Council  
**Subject:** **REQUEST FOR TENDERS FOR THE LEASE AND OPERATION OF WATSONS BAY TEA ROOMS AT 8 MARINE PARADE, WATSONS BAY**  
**Author:** Jim Allison, Senior Property Officer  
**Approvers:** Zubin Marolia, Manager Property & Projects  
Tom O'Hanlon, Director Infrastructure & Sustainability  
**File No:** 24/53427  
**Purpose of the Report:** To inform Council of Officers' intention to invite Tenders for the lease and operation of Watsons Bay Tea Rooms  
**Alignment to Delivery Program:** Strategy 11.2: Secure Council's financial position.

**Recommendation:**

THAT Council resolves to initiate a Request for Tenders for the lease and operation of Watsons Bay Tea Rooms at 8 Marine Parade, Watsons Bay as a café.

**Executive Summary:**

The Watsons Bay Tea Rooms café is currently occupied and operated as a café under a month to month licence. It is proposed that Tenders are invited for the lease and operation of the premises as a café, with the lease to be for an initial term of five years with an option for a further five year term.

**Discussion:**

Tenders were last invited for the lease and operation of Watsons Bay Tea Rooms in 2008. As a result of that Tender process, the premises were leased for a five year term commencing on 13 February 2009. The lease contained an option for the tenant to take a further five year lease and this option was taken up. The tenant was therefore in occupation under a lease until 12 February 2019 following which, it has occupied the premises on a month to month agreement. The use of the premises throughout has been as a café.

The premises are on Crown land and following the introduction of the *Crown Lands Management Act NSW 2016*, Council's management responsibilities were significantly increased and included a requirement to prepare and adopt a Plan of Management.

The Plan of Management that was adopted affirms that long term leases of the premises for use as a café can be granted. It is therefore proposed to invite Tenders for the lease and operation of the premises as a café with the lease being for an initial five year term with an option for a further five year term.

On 11 March 2024, Council resolved to approve the exhibition of the revised *Leasing and Licensing of Council Controlled Land Policy (Draft March 2024)*. In part, that draft policy provides as follows in the case of leases and licenses to commercial operators on Community or Crown Land:

"1 The market shall be tested through an open tender process....

.

3 Prior to the calling of tenders, a report which details the proposed use under a lease or licence will be brought before Council. Tenders shall not be called until Council has approved the use."

Although the draft policy is yet to be adopted, it is considered appropriate to seek Council's approval as provided for in the draft policy.

Council approval is being sought at this time so that if approved, the Tender may proceed prior to Council entering caretaker mode in anticipation of the Local Government elections due to be held on 14 September 2024.

**Options:**

Council may choose to accept the resolution or otherwise resolve as it considers appropriate.

**Community Engagement and / or Internal Consultation:**

There was no community engagement and / or consultation required in writing this report. The tender will be publically advertised in accordance with the Tendering Regulations.

**Policy Implications:**

There are no policy implications as a result of this report.

**Financial Implications:**

Council currently receives an income for the premises equating to \$56,689.53 per annum ex. GST. It is anticipated that the invitation to Tender will lead to offers in excess of this amount.

**Resourcing Implications:**

Council Officers will conduct the Tender with assistance from contracted solicitors.

**Conclusion:**

It is considered appropriate for Tenders to now be invited for the lease and operation of Watsons Bay Tea Rooms as a cafe.

**Attachments**

Nil

**Item No:** R7 Recommendation to Council  
**Subject:** **CONSIDERATION OF TENDER RESPONSES FOR THE LEASE AND OPERATION OF THE COOPER PARK TENNIS CENTRE - TENDER NO. SC7818**  
**Author:** Jim Allison, Senior Property Officer  
**Approvers:** Zubin Marolia, Manager Property & Projects  
Tom O'Hanlon, Director Infrastructure & Sustainability  
**File No:** 24/46698  
**Purpose of the Report:** To consider the tender for the Lease and Operation of the Cooper Park Tennis Courts, tender no. SC 7818  
**Alignment to Delivery Program:** Strategy 11.2: Secure Council's financial position.

**Recommendation:**

THAT Council:

- A. Accepts the tender submitted by SSMG Voyager Operations Pty Ltd and enters into a lease agreement for a seven (7) year initial term plus a seven (7) years option term, at a commencement rent of \$290,000 per annum plus GST, with CPI annual increases and a review to market upon exercise of the option.
- B. Ensures the lease agreement includes a refurbishment commitment of \$926,408 plus GST, subject to any necessary development approval.
- C. Authorises the General Manager to execute all legal agreements required to enter into a lease agreement with SSMG Voyager Operations Pty Ltd.

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**Executive Summary:**

On 15 November 2023, Council declined to accept any of the tender submissions received for the lease and operation of the Cooper Park Tennis Centre under Tender SC7193; and resolved to invite fresh submissions via another open Tender. Council further resolved that the new Tender would be based on the same specification as Tender SC7193, but excluding that Tender's allowance of multi-sports use of the Centre and with consideration to be given to engendering a sense of community.

This report sets out the results of the new Tender, being Tender SC7818.

The Tender was for a lease of the Tennis Centre for seven (7) years with an option to renew the lease for a further seven (7) years). Tenderers were invited to submit a rental bid and information about their suitability to lease and operate the Centre. The bids and information were assessed and scored by a Tender Evaluation Panel against weighted, pre-determined criteria to assess the Tenderers' suitability and the value of the bid to the Council.

It is recommended that Council accepts the Tender submitted by SSMG Voyager Operations Pty Ltd, which was scored highest by the Tender Evaluation Panel.

**Discussion:**

Cooper Park Tennis Centre comprises eight (8) tennis courts, the surrounding and dividing fencing, court lighting, on-court cabanas; and that part of the adjacent building which comprises the Kiosk (Café) and storeroom erected on community land at 1 Bunna Place, Bellevue Hill within Cooper Park.

Under this Tender SC7818, Tenders were invited from experienced commercial operators to lease, and operate the Tennis Centre under a seven (7) year lease with an option for the lessee to take a further seven (7) year lease at the end of the initial term. The Tender documentation omitted any mention of multi-sports use of the Centre.

Tenderers were invited to submit a rental bid on the basis that no rent free period would be offered and that the rent will be increased annually by the Consumer Price Index. If the option for a further lease is taken, the rent is to be reviewed to market.

Tenderers were also required to provide information to allow Council to assess the Tenderer's suitability to lease and operate the Centre. Tenderers were made aware that that their capacity to engender a sense of community at the Centre would be part of the consideration.

The Tender documentation indicated that the Centre is to be let "as is" and that the lease would require the courts to be resurfaced by the lessee within 24 months. The lease will also require the lessee to replace the fencing surrounding and dividing the courts within 5 years. The lessee will be responsible for all Centre maintenance. Maintenance and cleaning of the Public Toilets within the Centre will remain with Council.

The Tender documentation also encouraged Tenderers to submit innovative proposals for capital investment in the fit-out of the Kiosk and/or the operation and maintenance of the Centre generally.

An external independent Probity Advisor was appointed to oversee the running of the Tender. The Probity Advisor is John Pinhorn from The Procure Group and his report is attached as **Confidential Attachment 1**.

The Request for Tenders (RFT) was advertised and run through the tender procurement platform, VendorPanel. In addition, the RFT was advertised in the Sydney Morning Herald on 30 January 2024, the Wentworth Courier on 31 January 2024 and on Council's website. A notice advertising the RFT was also displayed at the premises.

The RFT specified that a mandatory pre-tender meeting was to be held at the Centre on 14 February 2024 and representatives from 5 different potential tenderers attended. Questions raised by attendees were answered and a record of the questions and answers was posted on Vendor Panel.

The Tender closed at 3pm on 1 March 2024. Six (6) Tender Submissions were received prior to the close and these are listed below:

<b>TENDERER</b>
Young Aces Cooper Park
SSMG Voyager Operations Pty Ltd
Papa,a Pty Limited t/a Wentworth Tennis**
NP Leisure Pty Ltd t/a Apollo Sports Management
Cooper Park Tennis Pty Ltd
Clara Karzon (non-conforming)

\*\* An alternative Tender was also received, proposing new lease terms at both Cooper Park and Trumper Park Tennis Centres – this was not considered by the Tender Evaluation Panel.

The Tender Evaluation Panel consisted of:

Zubin Marolia – Manager, Property and Projects  
Jim Allison – Senior Property Officer  
Roger Faulkner – Team Leader, Open Space and Recreation  
Joshua Gregory – Procurement and Contracts Coordinator (non-voting)



John Pinhorn – Probity Advisor (Procure Group) (non-voting)

Prior to the Tender closing, the Panel agreed on the following criteria against which to consider each Tender Submission received:

1)	Rental Bid (rent to be paid for the first year of the lease)
2)	Documented experience - with references - of fulfilling the requirements of similar tennis court contracts
3)	Comprehensive business plan for operation of the Tennis Centre
4)	Proposals for upgrade of the Tennis Centre including itemised cost estimates and presentation
5)	Financial Capacity & viability
6)	Capacity of the tenderer to engender a sense of community.
7)	Detailed Work Health and Safety plan for the Tennis Centre complex.
8)	<i>Environmental</i> Management Plan for the site

The Panel carried out an initial evaluation of the Tender submissions received and determined that five of the six conformed to the requirements in the RFT. The non-conforming Tender was from a party that had not attended the mandatory pre-Tender meeting, and was also non-compliant in many other areas.

The five conforming Tender Submissions were assessed and scored against the agreed criteria to give each a preliminary overall score.

Representatives for the top three scoring Tenderers were invited to an interview with the Panel, with the aim of clarifying information contained within the Tender Submissions. Those interviews took place on 14 March 2024. Following this interview process, some minor amendments were made to the preliminary scores to give final overall scores for each Tenderer.

The Tender Submission that ranked highest when assessed against all of the weighted criteria was received from SSMG Voyager Operations Pty Ltd, which scored some way ahead of the Tenderers ranked second (Young Aces Cooper Park) and third (Papa, a Pty Ltd).

In addition, the Tender Submission from SSMG Voyager Operations Pty Ltd scored considerably higher than the other Tenders when assessed against only the non-pricing criteria i.e. excluding criteria 1) Rental Bid.

The incumbent operator and current tenant (Cooper Park Tennis Pty Ltd) scored considerably lower than the top three.

A summary of the scoring for all of the Tenderers is provided in the **Confidential Attachment 2**.

### Options:

As per clause 178 of the Local Government (General) Regulation 2021, Council must either:

- (a) accept the Tender Submission that, having regard to all the circumstances, appears to it to be the most advantageous, or
- (b) decline to accept any of the Tender Submissions.

Having assessed the Tender Submissions against pre-determined and weighted criteria, the Tender Evaluation Panel recommends that Council accepts the Tender Submission from SSMG Voyager Operations Pty Ltd.

### **Community Engagement and / or Internal Consultation:**

Consultations about the Tender process were undertaken with Council's Open Space and Recreation Planning Team Leader, who also sat on the Tender Evaluation Panel. The RFT was advertised as detailed above and a Notice advising of the RFT was placed on the premises. The Council had received considerable number of written submissions in relation to the lease and heard first hand from a number of the community members and tenderers, who spoke at the previous FC&S meeting. Their views were given due consideration in the preparation of the current tender.

### **Policy Implications:**

There are no policy implications as a result of this report.

### **Financial Implications:**

The current rent being received for the Cooper Park Tennis Centre is \$237,325 per annum ex. GST. The offer from the top ranked Tenderer, SSMG Voyager Operations Pty Ltd is \$290,000 per annum ex. GST.

### **Resourcing Implications:**

Property & Projects staff will manage the process of negotiation and completing any new lease. They will be assisted by the external lawyers that prepared the draft lease that was included as part of the tender documentation.

### **Conclusion:**

Five submissions were received in response to this Tender from organisations that, have the expertise to lease and operate the Cooper Park Tennis Centre. All of those Tenderers proposed capital investment into the fit-out of the Kiosk and into the operation and maintenance of the Centre generally.

The Tender Evaluation Panel assessed each of the submissions against the same weighted, criteria which resulted in the submission from SSMG Voyager Operations Pty Ltd scoring highest and being ranked first. As noted above, the rental offer from SSMG Voyager Operations Pty Ltd is not the highest, being \$5,000 per annum less than that offered by the second ranked Tenderer, Young Aces Cooper Park. However, as well as being ranked first overall, SSMG Voyager Operations Pty Ltd also scored highest when assessed against the non-pricing criteria only i.e. excluding criteria 1) Rental Bid.

It is submitted that Council's best interests are served by accepting the tender submitted by SSMG Voyager Operations Pty Ltd and entering into a lease agreement for a seven (7) year initial term plus a seven (7) years option term, at a commencing rent of \$290,000 per annum plus GST, with annual CPI increases and a review to market upon exercise of the option.

### **Attachments**

1. Confidential Attachment 1 - Probity Report (*circulated under separate cover*) - **Confidential**
2. Confidential Attachment 2 - Scoring Summary (*circulated under separate cover*) - **Confidential**

## Political Donations: Matters to be considered by Councillors at Council and/or Committee Meetings

