



**CATHOLIC SOCIAL SERVICES
NSW /ACT INC**

Catholic Social Services NSW/ACT Inc (CSS NSW/ACT)

Annual Report

Annual General Meeting 2020

Date: 18th November 2020



Chairperson's Report

Date: 18th November 2020

Prepared by Michael Austin, Director CatholicCare Wollongong, Chair CSS NSW/ACT

I am pleased to provide this Chairperson's Report to the 2020 Annual General Meeting of Catholic Social Services NSW/ACT.

Background and overview

In the last few weeks, Pope Francis released his most recent encyclical “Fratelli Tutti” (translated as “Brothers and Sisters all”). This document has great relevance for our work, in particular a chapter focused on the parable of the Good Samaritan. The encyclical is action oriented. Pope Francis reflects on the parable of the Good Samaritan, our primary Gospel inspiration, as an example to live our lives by and which speaks to and resonates deeply with the heart and purpose of our Association, our member’s work and the people whom we serve.

Pope Francis says, “*Each day we have to decide whether to be Good Samaritans or indifferent bystanders*” (“Fratelli Tutti,” No. 69).

For a number of years, the national Catholic Social Services Australia (CSSA) operated an NSW/ACT Branch comprising members from catholic social services agencies in NSW and the ACT. In 2017, the then CEO of Catholic Social Services Australia, Fr Frank Brennan, undertook an extensive review of CSSA, following concerns raised by the national membership regarding the level of membership fees. The result of the review was the downsizing of annual membership fees and with less resources CSSA had no capacity to support the NSW/ACT Branch, including the Executive Support.

In response to the downsizing, in 2018 the agency heads of the former NSW/ACT Branch convened a special meeting, unanimously expressing support for a forum of NSW and ACT agencies to continue. This gathering resolved to establish a separate independent entity to focus on the sector development, support and advocacy work in NSW and ACT. The new entity ‘Catholic Social Services NSW/ACT’ (CSS NSW/ACT) was registered with the NSW Department of Fair Trading in June 2018. The entity has obtained an ABN, has received its Certificate of Incorporation as an Association and recently obtained Charity Status through the Australian CNC. CSS NSW/ACT has Directors Insurance through the Catholic Church Insurances and its reserves as of 18th October 2020, of \$ 197,333 are held in an account with the Catholic Development Fund.

The inaugural Executive Committee comprised of myself, as Chair; Anne Kirwan, CEO of CatholicCare Canberra Goulburn as Deputy Chair and Treasurer; Bishop Terry Brady, and Executive Committee

Members Mark Phillips (CatholicCare Sydney), Jonathan Campton (Institute of the Sisters of Mercy), Robert George (Centacare Bathurst), Peter Monaghan (Marist 180), and Anne-Marie Mioche (Centacare Wilcannia Forbes). There was one change in the Executive Committee at the end of 2019 with the resignation of Robert George. We are due to re-appoint positions and vote on vacant positions on the Executive Committee at the Annual General Meeting in November 2020.

In October 2020, the CSS NSW/ACT also employed a part-time (0.4 Full Time Equivalent) Executive Officer, Dr Michael Coffey, to implement the new Strategic Directions and to further establish the Association.

The current membership of CSS NSW/ACT is 21 Catholic Social Services, based in NSW and ACT.

Notwithstanding the events of 2020, including the bushfires and COVID, much has been achieved by the Association, and our members remain strong and committed to the organisation and the progress we have achieved over the last twelve months. The Association has confidently progressed the establishment phase of the Association, increased our capacity for virtual networking and significantly strengthened our value, relevance and internal and external relationships. This initial establishment work augers well for our planned activities, member recruitment and growing profile and influence in the year 2020-21.

Key Activities 2019 -2020

1. Implementing the Strategic Directions – ‘Establishment Phase’

Since its establishment in July 2018, largely through the commitment of the Executive Committee, the key achievement of CSS NSW/ACT has been the development and launch of its Strategic Directions Plan, which sets the purpose, priorities and key activities for the next three years.

The Purpose of Catholic Social Services NSW/ACT:

The purpose of CSS NSW/ACT is to build capacity, network, advocate and encourage partnerships between Catholic welfare agencies within NSW /ACT.

The four key pillars of the Strategic Directions are:

- Leadership in Mission
- Leadership Development and Support
- Advocacy
- Best Practice/Capacity Building

Leadership in Mission has been an important focus of workshops that we convened during 2019, particularly when we launched the association and included the inspiring workshops by Fr. Gerry Arbuckle and Fr Frank Brennan. In light of the recent bushfires, COVID and the usual uncertainties around the future directions and compliance of some Government funded programs, Leadership in Mission across all levels within our member agencies in these times is critical.

Accordingly, we have established a ‘Leadership in Mission’ Sub-Committee Committee to plan some workshops we intend to convene in early 2021.

The Committee is comprised of: Mark Phillips (CatholicCare Sydney), Jonathan Campton (Sisters of Mercy Australia/PNG), Peter Monaghan (Marist 180), Michael Austin (CatholicCare Wollongong) and one other person to be confirmed.

2. Members forums and workshops.

The plan for 2019-20 included a series of quarterly face to face forums and workshops for the members. Each forum was structured to feature a particular focus area and also provide an opportunity for CEOs and Directors to share any highlights or projects with their colleagues. These forums initially were exclusively designed for the CEO's and Executive Directors and were usually a 1 -2 day time commitment. This often resulted in many last-minute apologies, due to important change of priorities faced by CEOs and Directors as critical situations needed their attention at their agencies.

In late 2019, it was decided to take a 'community of practice' approach to broaden the scope of the forums to include senior staff from member agencies and link like-minded senior staff horizontally across member agencies into possible communities of practice, rather than just a policy forum for CEO and Directors. In the future such communities of practices will enable CSS NSW/ACT to facilitate leadership development and support, sharing of best practice, advocacy and capacity building.

So far, this strategy has proven to be very successful. Forums during 2019-20 have become increasingly better attended and the awareness and profile of CSS NSW/ACT has been raised within our member agencies. Also, because of the new mode of delivery and format, members who previously may have missed a forum are now nominating senior staff members to participate on their behalf.

The member's forums were further impacted by the COVID Pandemic, which resulted in forums planned for April/June 2020 to be postponed, while members dealt with additional workloads due to the uncertainties and contingencies due to COVID lock down and social distancing rules. We re-strategised the forums to suit the COVID lockdown and 'work from home' situation and for the immediate future we are now convening forums and meeting through Zoom, instead of face to face, which has contributed to the increase in attendance and several efficiencies due to reduced travel, time commitment and travel costs.

Forums and workshops convened with members in 2019-20 include:

November 2019:

- "Insights from Forecasting Future Outcomes / Their Futures Matter Reform" presented by Executive Director Stronger Communities, Department Community & Justice (DCJ), Gary Groves.
- "Pro-Bono management and consulting services to community organisations" presented by Assist to Succeed Consulting.
- "Working with Individualised Funding Models: Adopting social and commercial business model with a human service focus" presented by Garnett Solutions.

March 2020:

- “Workshop / forum on Covid-19 Pandemic” How can we support each other as a network, within limited resources available, what CSS NSW/ACT do to support? Business Continuity Plans (BCP): Where are members up to with their BCP ?

June 2020:

- “Leading through crisis into recovery” This workshop explored what has happened since early March due to COVID and what is needed to continue leading organisations through the crisis, so they are ready to bounce quickly into recovery. Also identifying any rebooting activities needed for the organisation to be ideally positioned to shift successfully into the future. Presented by Mandy Holloway, Courageous Leadership.

September 2020:

- “Leadership - Delegation” Again this forum was framed within a COVID context, exploring how delegation works in the ‘work from home’ context. This session looked at how highly developed “*delegator talent*” in leadership not only helps get things done, more efficiently and effectively, it also empowers people by giving them greater autonomy, and opportunity to live their purpose. Presented by Mandy Holloway, Courageous Leadership. This forum was particularly well received and resulted in over 40 different changes of practice within member agencies, using a habit building follow up exercise.

3. Establishing ‘communities of practice’ (COP).

Several communities of practice are currently in the emergent stage, beginning with meetings where participants meet and discuss key issues. The group can eventually evolve through an organic process (where required) into a more formal ongoing community of practice structure, which will become the vehicle for capacity building, shared best practice and identifying systemic issues which may require further advocacy. Sometimes the group may only be short-lived, once an issue is explored and may not necessarily evolve into a community of practice. Other NSW peak organisations such as ACWA have followed our lead on the COP process and have adopted the COP for organising their advocacy and sector development work.

The members forums have given rise to an emergent ‘Leadership/Management’ COP, which we are currently planning to support with a series of 5 workshops on Leadership/Management during 2021.

Other COP’s that have either been identified, are emerging issues or are in the formative stages are:

- Linking Mission and Service Delivery
- Business Development [this links to the work of the Special Purpose Vehicle]
- Bushfire Recovery [South Eastern NSW]
- School Counselling Services
- Child and Family Services

- Quality and Best Practice
- ERO Cessation

4. Supporting and growing the membership.

There are currently 21 financial members of the Association that generates \$68,000 membership fees annually. The Association has been appreciative of the NSW/ACT Bishops annual grant of \$20,000, which we have been advised will not be continuing beyond the 2020/21 Financial Year. While the current financial situation is secure, in a context where some members are experiencing sustainability challenges, we will continue to promote good stewardship of resources as an Association, and work to maintain a strong and sustainable Association into the future.

During the last year in our recruitment drive we have recruited 2 new members to the association:

- St Vincent De Paul – NSW
- Mercy Services - NSW

We have also supported and welcomed three new CEO's from our members to the network.

5. Networking and partnerships.

During 2020, the opportunities for face to face introductions and networking events has been somewhat limited by the COVID Pandemic. The intension is that once the impact COVID on social distancing settles down and COVID outbreaks start to decrease that CSS NSW/ACT will be more out and about at networking events, conferences, delegation to Government and visits to member services.

CSS NSW/ACT regularly collaborates with other peak organisations, to foster sector coordination and avoid duplication, such as:

- Family and Relationships Services Australia (FRSA)
- Association of Child Welfare Association (ACWA)
- New South Wales Council of Social Services (NCOSS)
- Catholic Social Services Australia CSSA
- Catholic Social Services VIC
- Catholic Social Services WA
- Homelessness NSW and Homelessness Australia
- National Shelter
- Youth Action

Pre-COVID, CSS NSW/ACT and members also had a strong presence at the **National FRSA Conference** in November 2019 and the **National CSSA Conference** in February 2020.

6. Next Steps.

In the next 12 months there will be a focus on:

- Supporting member services through post-COVID recovery.
- Building up the communities of practice and capacity building across the membership.
- Raising the profile of CSS NSW/ACT and promoting Catholic Social Services via website and social media and network events.
- Continued membership drive.
- Building on our 'influence' and 'advocacy' with Government.
- Demonstration, promotion and modelling of Catholic Social Teaching as '*mission in action*' through the work of the Association and membership.
- Addressing viability concerns of the Association for 2021-22 onwards, once the \$20,000 grant from the Bishops ceases.

The successful establishment of Catholic Social Services NSW/ACT has occurred with the commitment and support of all member our organisations, whom we acknowledge and thank at this meeting today. While there are still a few establishment and governance priorities that are in the final completion stages with the Executive Officer on board, such as the social media, web presence and PBI status, the new entity is now ready to focus on its important work of securing its membership base and animating and progressing our strategic directions to further the important social services Mission of the Church in NSW and the ACT. With the many social challenges in our society, working collaboratively and advocating as a network of catholic social service organisations that bring the distinctive focus on the dignity of the person and working for the common good, is more important than ever. I would like to thank our Deputy Chair and Treasurer Anne Kirwan, our great Executive Office Michael Coffey, Bishop Terry Brady and our Executive Committee members for their dedication and support over the last 12 months.

Michael Austin

Chair, Catholic Social Services NSW/ACT
 Director CatholicCare Wollongong
 18th November 2020



Treasurer's Report

Date: 18th November 2020

**Prepared by Anne Kirwan, Director CatholicCare Canberra Goulburn, Deputy Chair and Treasurer
CSS NSW/ACT**

I am pleased to provide this Treasurer's Report to the 2020 Annual General Meeting of Catholic Social Services NSW/ACT.

The Association is in a stable and viable financial position at of 30th June 2020, with accrued assets of cash in the bank of \$197,256 and a surplus of \$25,020. We expect this viability to continue into 2020-21, but we may have to make an adjustment for 2021-22, as 20/21 will be the last year we receive the Bishops Grant.

As expected, the major expenditure item for the year was the wages of \$71,331 for the employment of Michael Coffey as the Executive Officer [0.6 FTE], noting that Michael commenced in October 2019, not working a full 12 months in this financial year. This accounts for the majority of the surplus, if Michael worked a full 12 months, we would have expected a small surplus of around \$1500.

As arranged with CatholicCare (NSW/ACT) Ltd the Executive Officer role works across the two organisations and is funded [0.4 FTE] by CSS NSW/ACT and [0.2 FTE] by CatholicCare (NSW/ACT) Ltd. CatholicCare (NSW/Ltd) contributes an annual fee to CSS NSW/ACT to cover costs. While CSS NSW/ACT is currently in the process of registering for PBI charity status, the Executive Officer is technically employed through CatholicCare Broken Bay through a short-term secondment arrangement.

Apart from the cost involved with Member's Forums and the other expenses are relatively small.

This year CSS NSW/ACT received \$58,000 membership fees (some members paid early in the previous financial year), a \$20,000 grant from the Bishops and \$37,212 from CatholicCare (NSW/ACT).

I would like to thank Trish Cooney for her financial record keeping prior to Michael's appointment and to Lyn Ainsworth and CatholicCare Broken Bay for the secondment arrangement on the Executive Officer's wages. And last but not least, thank you for your agency's continued support and commitment to the Association through your participation and annual membership fee contribution.

Catholic Social Services NSW/ACT Inc

Profit and Loss Statement

1st July 2019 - 30th June 2020

INCOME

Membership Fees	\$	58,000
Membership Contributions	\$	-
Grant from Bishops	\$	20,000
CatholicCare NSW/ACT Inc	\$	37,212
CSSA	\$	-
Interest	\$	186
Other		
TOTAL	\$	115,398

EXPENDITURE

Wages	\$	71,331
Forums	\$	7,799
Travel	\$	307
Coms / IT	\$	4,128
Stationery	\$	-
Insurance	\$	1,144
Other	\$	5,611
TOTAL	\$	90,319

BALANCE	\$	25,080
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Anne Kirwan

Treasurer and Deputy Chair, Catholic Social Services NSW/ACT

Director CatholicCare Canberra Goulburn

18th November 2020



Executive Officer's Report

Date: 18th November 2020

Prepared by Michael Coffey, Executive Officer, CSS NSW/ACT

I am pleased to provide this Executive Officer's Report to the 2020 Annual General Meeting of Catholic Social Services NSW/ACT.

Most of the key activities of the Association and network over the last twelve months have already been highlighted in the Chairperson's report. Rather than repeat this information I will add a few comments to augment the Chairperson's report and set the scene for the next twelve months for the Association as we move from the 'establishment' phase into a more active peak organisation for Catholic Social Services in NSW and ACT.

First up, I would like to express my appreciation for how you have all, as members of CSS NSW/ACT, warmly welcomed me into the network and how all of you have been so generous with your time and input, considering how busy it has been during the last twelve months. The magnitude of events and additional workload for agencies during 2020, certainly has been without recent precedent. My thoughts and prayers go out to all people to the dedicated workers at the coalface and also to the people we serve, who are already affected by concerns such as poverty, violence, social and economic inequity, to be further impacted by the extra load of the COVID pandemic, the bushfires and the ubiquitous presence of 'uncertainty and anxiety in our times' at the local and international level.

Throughout the year, as the mode of communication switched from face to face to Zoom, I have had the privilege to sit in on numerous Zoom and face to face meetings with Directors, CEOs and senior staff in your agencies. I say this because I am really inspired by your individual and collective leadership, innovation, your insight and your calm resolve to both strategically and practically deal with events and uncertainty as they unfolded throughout the year. Consequently, I am really proud to be part of CSS NSW/ACT. Within my role as Executive Officer I am excited by the opportunity to represent the CSS NSW/ACT membership, to promote the magnificent work of your agencies and will make every effort I can to progress our Mission, Strategic Plan, promote Catholic Social Services, progress our shared concerns around structural and systemic advocacy for the people we serve and to improve opportunities for funding those service gaps, which will ultimately result in better meeting the needs of the people we serve and addressing the effects of poverty, health, violence, loneliness, barriers of economic participation, access and equity in our society.

I recently completed a task of developing a snapshot of a member's footprint. This snapshot will be really useful for our advocacy work during 2021 and will also feature on our social media and

website, which is currently under development. We still need to gather some further data, particularly around finances, ASTI identified workers, volunteers and carers.

From the data received so far, the numbers are impressive. We are indeed, quite a formidable 'peak' network in terms of our size, range of services provided and our collective impact.

Currently we have 21 members in NSW and ACT and we continue to grow the network and expand our membership. We welcome two new members Mercy Services and St Vincent de Paul NSW joining the network during 2019-20:

1. CatholicCare Canberra & Goulburn
2. CatholicCare Parramatta
3. CatholicCare Hunter-Manning
4. CatholicCare Sydney
5. CatholicCare Wollongong
6. CatholicCare, Broken Bay
7. Centacare Bathurst
8. Centacare New England North West
9. Centacare Port Macquarie
10. Centacare South West NSW
11. Centacare Wilcannia-Forbes
12. Dunlea Centre, Australia's Original Boys' Town
13. Family Spirit
14. Mackillop Family Services
15. Marist 180
16. Marymead Child & Family Centre
17. Mercy Services
18. St Vincent de Paul NSW
19. Sisters of Charity Community Care Ltd
20. Institute of Sisters of Mercy of Australia and Papua New Guinea
21. St Francis Social Services

Our members provide:

- **\$550+ million** services across metropolitan, rural and remote NSW and ACT, funded by State, Federal, Community Grants and donations.
- Services to **190,000+** individual people annually.
- Employ **5206 FTE staff** ¹
- Engage with **14,700+** volunteers.²
- Most agencies have a **Reconciliation Action Plan RAP** in progress or development.
- A wide range of services³ including: Foster Care – Out of Home Care – Before and After School Care - Family and Sibling Support Program - Family and Relationship Counselling - Carer Counselling - Family and Relationship Counselling - Marriage Counselling - Disability

¹ 70% female and 30% male

² Though we think this figure is conservative as we have not worked out how to capture the data of the potential volunteers in each parish, volunteer boards and working committees/groups.

³ Often as integrated community hubs and family centres.

Services - Community Visitors Scheme – Emergency Relief - Hospital Chaplaincy & Pastoral Care – Children’s Services - Family Centres - Disability (NDIS) services - Financial Counselling – Mental Health – School Counselling – Homelessness and Supported Housing Services.

Compared to many other countries we have been fortunate of the spirit of partisanship at the State, Federal and Local Government level, in their response to the events of this year. Initiatives such as ‘Job Keeper’ have certainly helped. However, in the next year, as we anticipate a Federal Election, we will need to deal with the policy and funding aftermath as the COVID pandemic has dominated the policy space and many important long standing concerns have dropped off the radar. So, there is (of course) - still a lot more to be done.

In the next year we are aiming to expand our **Communities of Practice** strategy, inviting staff across member agencies to participate in activities and workshops. These communities of practice will be the engine room of CSS NSW/ACT for advocacy, identifying service gaps, sharing practice, service/sector development, articulating our collective impact across the membership. We have a few communities of practice already in the early stages of establishment and the goal is to have at least 4-5 in operation over the next twelve months.

We will also continue to facilitate the **Member’s Forums**, which are both linked to the priorities of the Strategic Plan whilst also alert and responsive to emergent needs and concerns. Previously, we held four face to face whole day forums per year, but COVID and lockdown has forced us all to quickly switch and adapt to the Zoom environment. Similar to the communities of practice in the Zoom environment we have opened up the invitation to participate to the broader staff of member agencies, as traditionally the forums were attended by Directors and CEOs. With the switch to Zoom, shorter meetings (2 hours), zero travel commitment and opening up the participation, our Member’s Forum meetings have been better attended⁴, thematically targeted and have had very positive feedback from participants. The plan is to aim for at least six bi-monthly Member’s Forums throughout 2021. We are always open to emergent needs, so if there is something you would like us to target at those forums, please let me know.

Lock down, work from home and social distancing has unfortunately been a huge challenge for the Association’s networking and advocacy and our capacity to be out and about. While we have continued to build on our relationships and activity with government departments and other peak organisations such as CSSA, NCOSS, ACWA, FRSA, as we recover from the current COVID situation, we are optimistic that we will be able to lift our profile, meet and greet senior bureaucrats and politicians and begin to do some **significant advocacy, increase our influence and to promote and increase awareness of the work of Catholic Social Services and the people we serve**. We will do this through direct delegations, participation in working groups, think tanks, inquiries, submissions, events and conferences, social and traditional media.

As I have noted earlier, the Member’s Forums and Communities of Practice and the occasional email requests for input and information, are really critical to our success in advocacy and influence. We need your input and your insight. So, I invite and encourage your agency to continue be involved in these activities, to have your say, speak for the people you serve, the staff who work at the ‘coalface’, share practical solutions and innovation and to progress our mission. As each of you have already established key partnerships, critical relationship and influence locally and state-wide we are now ready though the Association to develop and promote

⁴ Between 35-40 participants at each Forum.

our collective impact and to progress our strategic directions to further the important social services Mission of the Church in NSW and the ACT.

I would like to thank our Chairperson Michael Austin, Deputy Chair and Treasurer Anne Kirwan, Bishop Terry Brady and our Executive Committee members for their dedication and support over the last 12 months and also to all the Directors, CEO's and everyone who has contributed to the Members Forums for your generosity of input, time and encouragement throughout the year. I would also like to thank our peak partners such as CSSA, NCOSS, ACWA, FRSA.

I look forward to working with you all during 2021 and hopefully be able to get out and about and meet with you all face to face and meet your staff.

Dr Michael Coffey

Executive Officer, Catholic Social Services NSW/ACT
18th November 2020