



**CATHOLIC SOCIAL SERVICES
NSW /ACT INC**

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

Annual Report

Annual General Meeting 2021

Date: 2nd December 2021



Chairperson's Report



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

I am pleased to provide a report to the member agencies of NSW/ACT on the activities of Catholic Social Services NSW/ACT, in the year to November 2021.

A brief history and overview

In response to the downsizing of the national Catholic Social Services Australia (CSSA), in 2018 the agency heads of the former NSW/ACT Branch unanimously confirmed the strong commitment to continue a NSW/ACT forum and resolved to establish a separate independent new entity 'Catholic Social Services NSW/ACT' [CSS NSW/ACT] to focus on the sector development, support and advocacy work in NSW and ACT.

In October 2019, the CSS NSW/ACT 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.

Throughout 2020-21, with limited resources, Michael has continued to implement and build on the strategies, despite an unfortunate set back during April to June 2021, where a medical complication and a lengthy stay in hospital meant that activities slowed down whilst Michael was in recuperation for two months. The good news is that Michael has recovered and is back on track with implementing the Strategic Directions.

We are still a new organisation very much in the ‘establishment phase’ and in the new year Michael will be working on developing a new plan to take us beyond establishment, to 2025.

Over the last two years the membership has continued to grow, with the addition of Mercy Services and the current membership of CSS NSW/ACT is 21 Catholic Social Services, based in NSW and ACT and includes the 12 Diocesan Agencies (i.e., CatholicCare and Centacare). There are a few other Catholic Social Services in NSW and ACT that we will be approaching to join our network in 2022.

Notwithstanding the events of 2021, including the second wave of the COVID pandemic, much has been achieved by the Association over the last twelve months.

We have increased our capacity for virtual networking with the introduction of regular Zoom-based Communities of Practice (‘CoP’) and Member’s Forums. This has significantly strengthened our value, relevance, and internal and external relationships. This continued establishment work augers well for our planned activities, member recruitment and growing profile and influence the next 12 months.

Key Activities 2020 -2021

1. Implementing the Strategic Directions – continuing the Establishment Phase

Since its establishment in July 2018, largely through the commitment of the Executive Committee, a key achievement of CSS NSW/ACT has been the development and implementation of the Strategic Directions Plan, which set the purpose, priorities, and key activities for the Association for 2021.

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

The strategic direction of “Leadership in Mission” has been the driving focus of most forums we have convened since June 2019, when we launched the Association, beginning with inspiring workshops by Fr. Gerry Arbuckle and Fr Frank Brennan.

During 2020-21, as the COVID-19 pandemic and lockdowns impacted Catholic Social Services and the people they serve, supporting and resourcing “Leadership in Mission” and “Leadership in Development and Support” across all levels within our member agencies in these times has continued to be critical. And so, we have emphasised these two key pillars of our strategy as the major focus into all our forums with members throughout the year.

Accordingly, in early 2021 the Association established a 'Leadership in Mission' Sub-Committee of the Executive Committee to maintain a commitment to include further mission formation leadership into the Association's work.

2. Member's Forums.

While the Strategic Activities initially included a series of quarterly face to face forums and workshops for the members, because of Covid we have had to pivot from an 'in person' to a 'virtual' environment.

Previously, each forum was structured to feature a particular focus area and 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-to-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, once Michael was on-board as the Executive Officer, it was decided to shift to a "*Community of Practice*" (CoP) methodology.

We define Communities of Practice to mean:

"A group of people within and across a network, who share a common concern, a set of problems, or an interest in a topic and who come together to fulfil both individual and group goals.

Communities of Practice are self-directed and self-determined. They often focus on sharing best practices and creating new knowledge to advance a domain of professional practice. They also can be an 'engine room / think tank' for collective advocacy on behalf of their individual agencies e.g., lobbying for funding, or on behalf of the people they serve. Interaction on an ongoing basis is an important part of this.

Communities of Practice can operate across multiple agencies, with both formal and informal governance structures, they can meet 'face to face', via Zoom or as an email network. They usually begin with informal and unstructured meetings where participants meet and discuss key and common issues. The groups can eventually evolve 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."

It is expected that sometimes these CoPs may have a short lifespan. Sometimes, once an issue is explored and collectively addressed, it may not necessarily evolve into an ongoing community of practice. That is for the group to determine.

The CoP method was used 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. The Communities of Practice would enable CSS NSW/ACT to facilitate

leadership development and support, sharing of best practice, advocacy and capacity building.

So far, this method has proven to be very successful. Forums during 2020-21 have tripled in attendance 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 multiple senior staff members to participate on their behalf. This brings the Association closer to the coalface of the extraordinary work that is being done by the member agencies and their workers.

Forums and workshops convened with members in 2020-21 included:

September 2020:

- “Leadership - Delegation”

Presented by Mandy Holloway, from Courageous Leadership. This forum followed up on an earlier presentation by Mandy at the June Members Forum. The presentation was framed within a COVID context, exploring how delegation works in the “*work from home*” context. Participants explored how highly developed “*delegator talent*” in leadership not only helps get things done, more efficiently and effectively, it also encouraged greater autonomy, and opportunity to live their purpose. 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 which continued for two months after the forum.

November 2020:

- “Annual General Meeting and Forum”

This forum continued the theme of “*Leadership in Mission*” and “*Leadership in Development and Support*” with an inspiring and well received keynote by Jack de Groot, from St Vincent de Paul NSW on “Covid – Lessons and Opportunities” and Dr Ursula Stephens from CSSA presenting a “*National Perspective in 2020 and the Challenges and Opportunities for 2021*”.

March 2021:

- “Embedding Mission in Leadership and Practice”

Presented by Susan Sullivan from the Australian Catholic University and Manager of the Ministry Leadership Program and Sarah-Jane Grove, the Mission Integration Manager at St Vincent Hospital. Susan provided insights from the MLP program which gives executive leaders the knowledge, skills and resources to better understand, integrate and live out the distinctive mission, identity and ethos of Catholic health, aged care social services and other ministries. Sarah centred

her presentation on engaging with staff colleagues through formation and accompanying them to make meaningful connections across their divergent roles with the shared mission, vision and values.

August 2021:

- “Planning for the Future”

This forum featured two speakers approaching the topic from different perspectives. Francis Sullivan from the CSSA provided his perspective and reflections and an opportunity for discussion, on the future of the Catholic Church in Australia and how that might impact on Catholic Social Services. Joanna Quilty from New South Wales Council of Social Services (NCOSS) presented current and systemic social service sector issues and provided a NCOSS and a non-government organisation perspective for what the future looks like for social services in NSW.

December 2021:

- “The Future of Work – An Employment Relations Perspective”

At the member’s forum which follows the Annual General Meeting in December, Ian Yard-Smith, the CEO/MD, and lead lawyer at Catholic Employment Relations will with his team present an engaging session on the challenges of managing enterprises and staff in the post-COVID world. The focus will be on the future of work, including flexibility, employee benefit expectations and some thoughts our responsibilities as Catholic employers. The regulatory regime and future of vaccination requirements will also be a focus.

3. Changes to the Executive Committee.

During 2021 there have been some changes to the Executive Committee as some founding Executive Members have stood down from the committee.

Bishop Greg Homeming is the new Bishop delegate from the NSW/ACT Bishops. We welcome his contribution and express our sincere appreciation to Bishop Terry Brady for his ongoing commitment and support of the Association and for catholic social services in NSW & ACT over many years. Bishop Terry has generously remained on the Executive Committee, supporting Bishop Greg's initial months with the Association.

Anne Kirwan, CEO of CatholicCare Canberra Goulburn was appointed Deputy Chair, at the same time as I was appointed Chair on 1 July 2018. After two years on the founding Executive Committee, in August 2021 Anne stood down from her position, to focus on facilitating the restructured merger of CatholicCare Canberra Goulburn with Marymead. We thank Anne for her leadership, facilitation, and valued contribution to the

establishment of the Association and wish her all successes with the restructure and new organisation.

In late October 2021, Jonathan Campton stood down from the Executive Committee as he was taking up a new role as the Chief Operating Officer of ACBC. Again, we express our appreciation to Jonathan for his contribution over the last two years and we wish him well in his new role.

The Executive Committee appointed Anne-Marie Mioche of Wilcannia-Forbes as interim Deputy Chair and Treasure until the Annual General Meeting. Peter Monaghan from Marist 180 has generously offered to fill these positions for 2022.

In conclusion, while there have been a few false starts due to Covid and there are still some establishment and governance priorities that are in the final completion stages, the Association is now ready to focus on its important work of securing its membership base and animating and progressing its strategic directions to further the important social services and Mission of the Church in NSW and the ACT.

Thank you for your continued support and contribution to the Association.

Michael Austin

Chair, Catholic Social Services NSW/ACT
Director CatholicCare Wollongong



Executive Officer's Report



**Prepared by Dr Michael Coffey,
Executive Officer CSS NSW/ACT and CatholicCare (NSW/ACT) Ltd**

I am pleased to provide this report to the 2021 Annual General Meeting of Catholic Social Services NSW/ACT.

Most of the core activities of the Association and network over the last twelve months have already been highlighted in the Chairperson's report. 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 continue to move from the 'establishment' phase and subject to the challenges of the Covid pandemic and lockdowns into an active peak organisation for Catholic Social Services in NSW and ACT.

I would like to express my appreciation for how you have all, as members of CSS NSW/ACT, have been so generous with your time and input, considering how busy it has been during the last twelve months. I would also like to say thanks for your patience especially considering the challenges of being unable to be out and about during the pandemic and during my extended illness and hospital stay in early 2021.

Most of the work that has been done this year has been working remotely in Zoom mode and focused on the Communities of Practice (CoP), Member's Forums and networking with other

peak organisations such as Association of Child Welfare Agencies (ACWA) and NSW Council of Social Services (NCOSS) and the national body Catholic Social Services Australia (CSSA).

Several of these communities of practice are either currently active or in development phase across the network. Other NSW peak organisations such as ACWA have also adopted the CoP method¹ for organising their advocacy and sector development work.

While many of the Association's members are also members of those same peak organisations, rather than duplicate the work of those peak organisations, we think that the CoPs have a potential to provide an opportunity for Catholic Social Services to come together and consider the issues of practice and advocacy through the lens of Catholic Social Teaching and to consolidate and articulate the 'Catholic Voice' for any relevant advocacy on behalf of the people we serve.

The CoPs that are currently active are:

- Linking Mission and Service Delivery (through the Member's Forums)
- Business Development (for Diocesan members through the Special Purpose Vehicle)
- School Wellbeing and Counselling
- Child and Family Services
- Quality and Best Practice
- Out of Home Care
- Inter-Diocesan Chaplaincy

While it is still early days the Communities of Practice have the potential for providing a process by which the member agencies collaborate and work together and towards building a collective identity for the association, whilst still maintaining autonomy and subsidiarity of the individual agencies.

During 2021, like 2020, the opportunities for in person introductions and networking events has been somewhat limited by the COVID pandemic and lockdowns. The intension is that once the Covid lockdowns and restriction have eased in December 2021 that CSS NSW/ACT will be more out and about at networking events, conferences, delegations 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

¹ See definition of Communities of Practice in the [Chairpersons Report](#)

I also note as a representative of our national peak CSSA, we were recently represented by the CSSA Chairperson Francis Sullivan at the Plenary 2020.

The Next Steps.

As the Association is about to consult with members and develop the next Strategic Plan, we note that Pope Francis has recently released a seven-year action plan based on his earlier Encyclical 'Laudato Si'. This will guide and underpin the development of the strategic plan and the Mission for the Association.

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

- Continuing the mission and call to love and service
- Developing Strategic Directions for 2022 - 2025
- Supporting member services through post-COVID recovery
- Building up the CoPs and supporting 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
- Completing the rebrand (logo) and website and social media
- A continued membership drives
- Building on our 'influence' and 'advocacy' with Government
- Improving our capacity to respond to public policies, Government initiatives and emerging systemic concerns
- 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
- Reviewing the relationship between CSS NSW/ACT Inc and the CatholicCare (NSW/ACT) Ltd (aka. Special Purpose Vehicle)

As I have noted earlier, the Member's Forums, Communities of Practice, emails, and phone chats, are really critical to our success in advocacy and influence. I need your input and your insight. So, I invite and encourage your agency to continue be involved in these activities, to have your say, to input into our next Strategic Directions and speak out for the people you serve, the staff who work at the 'coalface', share practical solutions and innovation and to progress our mission.

We are now ready through the Association to develop and promote 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 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.

Our relationships with other peak organisations have been vibrant during 2021, I would like to express my appreciation for the collegial support and availability from Joanna Quilty (NCOSS), Steve Kinmond (ACWA), Jacky Brady (FRSA) and Ursula Stephens (CSSA).

We have some great forums including a return to face to face 'conference' style forums, pencilled in for 2022 and I look forward to working with you all during 2022 and hopefully be able to get out and about and meet with you all face to face, see your agency and meet your staff.

Dr Michael Coffey

Executive Officer,
Catholic Social Services NSW/ACT
2nd December 2021

Financial Report

**Prepared by Dr Michael Coffey,
Executive Officer CSS NSW/ACT and CatholicCare (NSW/ACT) Ltd**

I am pleased to provide this Financial Report to the members at the 2021 Annual General Meeting of Catholic Social Services NSW/ACT.

The Association is in a stable and viable financial position at of 30th June 2021, with accrued assets of cash in the bank of \$212,145 and recording an annual surplus of \$14,898 ² for the financial year ending 30th June 2021.

The Association operates in an extremely thrifty and efficient manner, with an Executive Officer who works from home, so there are no infrastructure costs. Overhead costs are low. As expected, the major expenditure item for the year was the wages of \$110,100 for the employment of Michael Coffey as the Executive Officer [a total of 0.8 FTE].

While CSS NSW/ACT was in the process of registering for PBI charity status, the Executive Officer was technically employed through CatholicCare Broken Bay through a short-term secondment arrangement³. From the twelve weeks July to September under the secondment arrangement with CatholicCare Broken Bay we received a Job Keeper 'discount' of \$1500 per fortnight. This saving accounts for the majority of the surplus, otherwise without the Job Keeper component we would have expected a small surplus of around \$1000 - \$2000.

There are currently 21 financial members of the Association, which will generate \$68,000 of membership fees in the 2021-22 financial year.

In this financial year an additional \$36,000 contribution is expected to be received from CatholicCare (NSW/ACT) Ltd (aka. The Special Purpose Vehicle).

Prior to this financial year the Association received an annual contribution and support from NSW Bishops of \$20,000 per annum. From July 2021 CSS NSW/ACT will rely solely on membership fees and we expect that the operational costs of the Association will exceed revenue during this financial year. Cash reserves can assist in meeting the shortfall; however, this is not a viable or sustainable medium-term solution.

² For the purpose of determining the actual 'real' operating surplus of \$14,898 for the financial year 2020 - 21, is calculated as \$52,111 less the delayed \$37,213 SPV contribution from 2019/20 which would have been included in 2019/20 Profit and Loss as accrued income (but not yet deposited in the account).

³ NB. Michael worked an additional day from October to June 2021 which was paid by additional contributions from CSSA for the Bushfire Recover Project.

In the near future, the Association will focus on recruiting new members before considering increasing membership fees to remain viable. We understand that some members are experiencing sustainability challenges and that the capacity for members to absorb any additional fees is low.

Ongoing sustainability of the Association will be a key focus area for the Executive.

We express our appreciation to Anne Kirwan for her oversight as the Treasurer over the last two years and to Anne-Marie acting as an interim Treasurer from September to November.

I would also like to thank Tim Curran and Lyn Ainsworth from CatholicCare Broken Bay for extending the secondment arrangement on the Executive Officer's wages, whilst we were applying for PBI status (which we successfully achieved in May 2021).

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.

Profit and Loss

Catholic Social Services
NSW/ACT

For the year ended 30 June 2021

Account	2021
Trading Income	
CatholicCare NSW/ACT Inc	33,000.00
CatholicCare NSW/ACT Inc (19/20) **	37,213.10
CSSA (for extra EO day) ***	21,200.00
Grant from Bishops ****	20,000.00
Membership Fees	58,200.00
Total Trading Income	169,613.10
Gross Profit	169,613.10
Other Income	
Interest (CDF account)	64.52
Total Other Income	64.52
Operating Expenses	
Computer Expenses	1,568.15
Forums	2,681.25
Insurance	1,172.25
Memberships and Subscriptions	360.00
Other expenses	34.76
PBI Application	1,650.00
Salaries & Wages	110,100.00
Total Operating Expenses	117,566.41
Net Profit *****	52,111.21

Balance Sheet

Catholic Social Services
NSW/ACT

As at 30 June 2021

Account	30 Jun 2021
Assets	
Bank	
CDF Operating#2106	212,145.94
Total Bank	212,145.94
Total Assets	212,145.94
Net Assets	212,145.94
Equity	
Current Year Earnings	52,111.21
Retained Earnings	160,034.73
Total Equity	212,145.94

Notes

** This is the SPV contribution from 19/20 deposited into CSS NSW/ACT accounts late.

*** CSSA paid for an extra day of EO time to do the Bushfire Recover Project. This fee covers EO wages and 10% admin fee to CSS NSW/ACT

**** This was the last year we received grant from NSW Bishops

***** For the purpose of determining the actual 'real' operating surplus of \$14,898 for the financial year 2020 -21, is calculated as \$52,111 less the delayed \$37,213 SPV contribution from 2019/20 which was included in 2019/20 Profit and Loss as accrued income.



List of Members

Thank you for your participation, contribution and support !

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