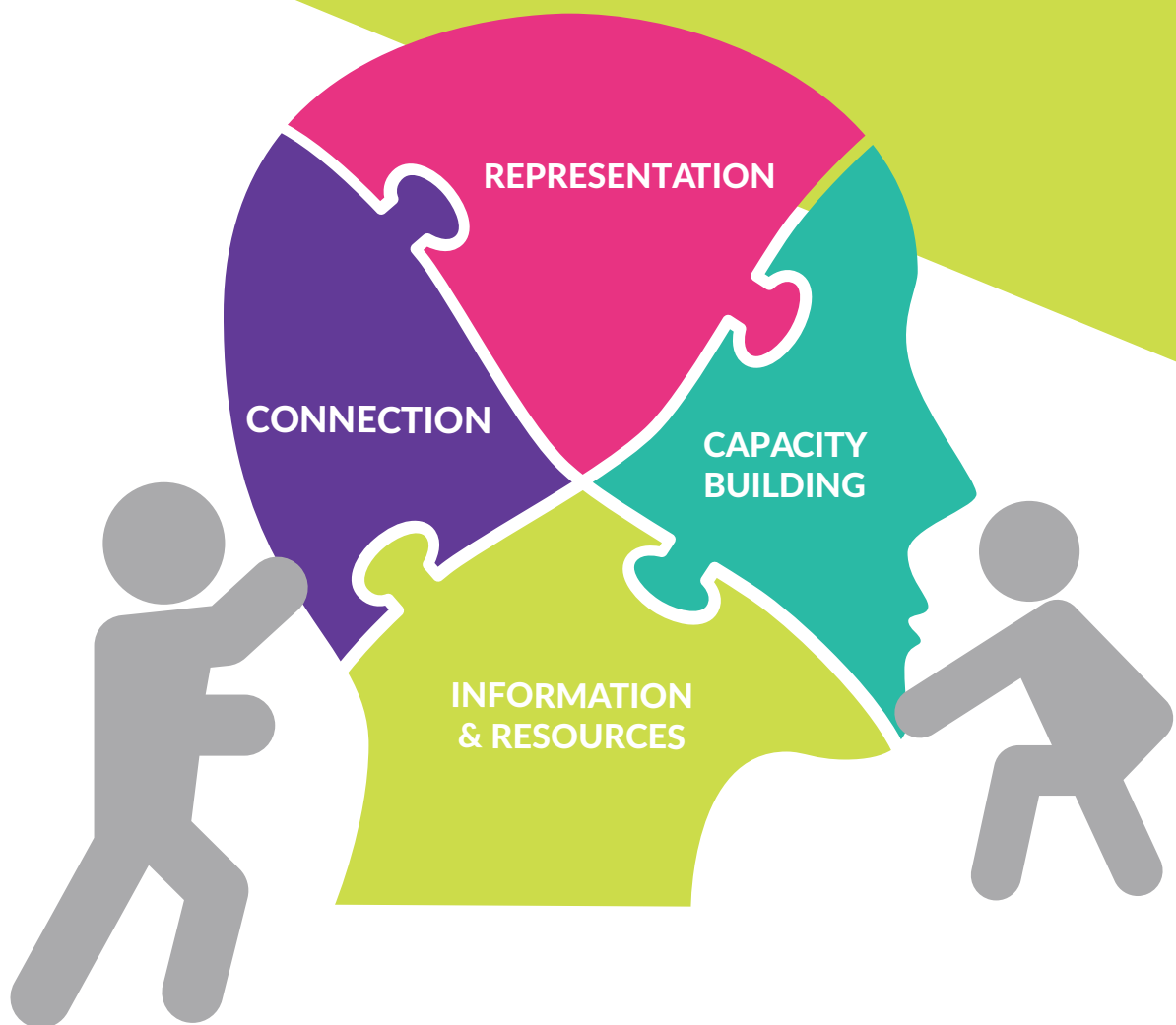


STRENGTH through CONNECTIONS



CRN EXISTS TO
build capacity
 OF LOCAL COMMUNITY ORGANISATIONS
 IN BLACKTOWN, THE HILLS AND SURROUNDING LGA'S

**CONNECTION**

Interagencies
 Email Distribution
 Partnership Facilitation
 Collaborations
 Networking
 Referrals & Advice
 Online Communication

REPRESENTATION

Advisory Roles
 Submissions & Enquiries
 Local & State Government
 Advocacy
 Consultations
 Policy Forums
 Grant Committees

INFORMATION & RESOURCES

Fact Sheets
 Agency Contact Lists
 Interagency Information
 Information Referral
 Sector News & Information
 Templates & Guides

CAPACITY BUILDING

Training
 Workshops
 Research & Reports
 Learning Circles
 Mentoring & Support
 Planning
 Presentations



CONTENTS

| | |
|----------------------------|----|
| Our Organisation | 3 |
| President's Report | 6 |
| Executive Officer's Report | 8 |
| Information & Resource | 10 |
| Capacity Building | 10 |
| Connection | 12 |
| Representation | 13 |
| Treasurer's Report | 14 |
| Financial Statements | 15 |

OUR ORGANISATION



OUR MISSION

The principal purpose of CRN is to work with organisations that operate in the Western Sydney area to directly alleviate poverty and distress suffered by economically and socially disadvantaged communities.

CRN aims to achieve this purpose by:

Building the capacity of service providers to work together on issues affecting disadvantaged communities.

Enhancing the level of engagement of vulnerable and disadvantaged communities.

Strengthening the voices of disadvantaged communities by representing their views.

Providing information and resources on community projects, programs and networks assisting disadvantaged communities and vulnerable groups.



OUR CUSTOMERS ARE

Organisations that support communities in the Blacktown LGA, The Hills LGA and surrounding areas.

These include:

| | |
|--------------------------------|---------------------|
| Neighbourhood Centres | Government Agencies |
| Organisations | Health Services |
| Interagencies | Individuals |
| Community Sector Professionals | Students |
| Email Subscribers | Church Groups |



OUR VISION IS

A community sector that empowers local communities.



OUR VALUES

Our values are the driving force that underpin all our actions and form the core of our culture and brand.

We:

Embrace diversity
Give voice to inequality
Influence innovation
Empower communities
Collaborate responsibly

We believe

People and local communities have the solutions to their own problems

Strong communities require responsive localised services and groups

Learning and adapting to change creates opportunities

BOARD MEMBERS



President
Kittu Randhawa



Vice President
Rowena Stulajter



Secretary & Public Officer
Vikki Hine



Treasurer
Sheila Cabacungan



Board Member
Jenni Goodwin



Board Member
Vanessa Menezes



Board Member
Thom Thornton



STAFF

| | |
|--------------------------|-----------------------|
| Executive Officer | Various |
| Capacity Building | Dr Simon Emsley |
| Communications | Sirisha Ryala |
| Database | Nayab Tufail |
| Finance | Charles Joseph |
| Marketing | Embreen Khan |
| IT | Meaghan Aldridge-Chow |

ABOUT OUR BOARD MEMBERS

Kittu Randhawa | President

Kittu is a specialist in procurement & governance with over 20 years experience at all three levels of the Government and private sector. A keen advocate for social procurement, ethical supply chains and fair workforce practices, for greater outcomes. As an experienced government contract manager and accredited mediator practiced in dispute resolution, Kittu has worked on projects of over \$450M.

Kittu has been an active volunteer from around 1998, leading up to being the founder and Project Lead of the Indian (Sub-Cont) Crisis & Support Agency (ICSA), the first NGO for the Indian Subcontinent Community in Australia. This NGO, established in 2014, delivers highly needed specialist and culturally contextual services for the CALD (Subcontinent) demographic in Australia. Kittu is a practicing JP and a NAATI accredited interpreter in Punjabi as well as speaking Hindi and Urdu.

Rowena Stulajter | Vice President

Rowena has been on the board for four years, bringing a wealth of experience in Case Management, Capacity Building, NFP Sustainability and Strategy. She has a background in education along with a wealth of experience in the community sector through a diverse range of organisations.

Vikki Hine | Secretary & Public Officer

Vikki Hine has been on the CRN board for several years, worked in the not-for-profit sector for more than 15 years and is an advocate for the economic and social advancement for Western Sydney. She has a BA with Hons in Anthropology, enjoys being creative and is a volunteer at her local regional gallery.

Sheila Cabacungan | Treasurer

Sheila Gutierrez- Cabacungan has lived in the Blacktown LGA all of her life. She is a Certified Financial Planner with her Practise based in Western Sydney. She also runs Success Women's Circles with over 3900 women connected in this social network. Sheila is an active member of the Church of

Christ, comes from a large Filipino-Australian family and is committed to increasing the level of collaboration between local small business, social enterprises and community organisations.

Vanessa Menezes | Board Member

Vanessa is the founder and Managing Director of The Money Lifeline Pty Ltd, a Sydney based consultancy which helps Businesses in Australia access government and private grants. Vanessa is a CPA with 12 years of taxation, accounting and finance experience. She has worked with the Big 4, professional practice and corporate in Australia and overseas. Areas of expertise: CPA, Tax agent, Grants consultant, Cloud Accounting

Jenni Goodwin | Board Member

Jenni has been on the board for two years. She brings experience and knowledge of the Disability sector, Child protection, and working with those with earning difficulties. Jennie is a keen advocate for social justice.

Thom Thornton | Board Member

Thom Thornton has recently joined the CRN board. Thom holds a Bachelor of Science (Computer Science) and a Masters of Business Administration. Thom has worked in both the private and public sectors in Canada, New Zealand, Bermuda and Australia. Thom's skill set is in the Governance, Risk and Compliance space and is currently the Director of Audit and Risk at a large NSW Department.

“CRN is like the glue to the sector and people. It is a valuable resource and want to see it continue”

PRESIDENT'S REPORT



Welcome to Community Resource Network's (CRN) Annual Report for 2017|18

We thought last year it was a time of change for CRN with sector reforms and new strategic directions. This year has surpassed those changes.

CRN's proud history servicing the Hills and Blacktown area from 1981 (founded as Blacktown City Community Services Council) has weathered many changes along the way and comes out stronger for it.

With our BCI Interagency meetings turning 21 years old, Dr Simon Emsley has reformed it to becoming the essence of Capacity Building. We have seen increases in attendance, more diversity in the topics of discussion and out of it a Convenors Forum.

Last year we said a formal thank you to those pioneering individuals who began the BCI meeting; this year we say thank you to those of you who are making it an even bigger success. We look forward to more diverse subjects for discussion and presentation.

CRN began the year by diving into the operational plan for which we needed better systems. As the custodians of vast amounts of information and securing jobs, such as the Mindguide project (detailed in this report), we could see the responsibility on CRN to protect information and the dangers of poor information management such as with the Cambridge Analytica scandal.

Our priority therefore was to secure our systems, protect our client's information and be defended from risks such as ransomware. We did this by approving investment in our own IT systems. We can confidently say we can now recover our data in a number of ways should it be compromised from rogue actions such as malware or natural disaster such as flood or fire.

CRN, just like our members and customers, have shared in uncertainty and insecurity around the TEI reforms. We are

all getting better acquainted with the transition and the very real outcomes intended for our communities.

We have seen a little too much change in personnel this year, with our former Manager leaving in December and others a few months later. We wish them all luck in their ongoing careers. We went through a very rapid period of recruitment to ensure that capable people were allocated the core tasks of CRN.

We upgraded the manager's role to Executive Officer in line with the sector practice and after a robust, impartial process, had an incumbent by early March.

As such, within weeks all our core activities were well managed and delivered in a 'business as usual' manner and in some cases exceeding earlier standards.

I wish to thank all the board members for their time, perseverance and passionate commitment to CRN. Thanks to their hard work, CRN can now really move into delivering on the Operation Plan in the coming year.

We duly acknowledge all our funding bodies for recognising the valuable work of CRN.

All of us at the CRN team thank our members for their membership and welcome our new members. We are constantly getting enquiries for membership so it's always a dynamic membership list which demonstrates the increasing interest in the value CRN offers.

A handwritten signature in black ink that reads "Kittu Randhawa".

Kittu Randhawa
President | 2017 - 2018

Reach over  **40,000 TOUCHPOINTS**
(and growing) across the sector and local community to
SHARE YOUR PROGRAMS, EVENTS AND SERVICES



“ Please keep the good work going.
We depend on you”

EXECUTIVE OFFICER'S REPORT

The position of Executive Officer has been in a state of constant change during this year and at the time of writing of this report, it is being prepared by the new EO based on reports undertaken during the year.

Our former Manager left CRN in December 2017 after eight years in the role and we all wish her well. Her replacement didn't quite last as long, leaving only five months into the role, we wish him well too.

Changes at the helm have meant it has been a tumultuous year. So, what has CRN been up to through it?

Firstly, we stayed on track with the TEI reforms! Given the uncertainty around sign offs and implementation, CRN picked up on the frustration and confusion expressed by some of our members around this, so we allocated a dedicated resource to TEI in a capacity building role.

Dr Simon Emsley (Simon) is very qualified with a keen understanding of reforms internationally; we are fortunate to have his evaluations and comparative analysis to develop meaningful consultations, discussion and recommendations. Some of you may have met Simon personally through our Blacktown Combined Interagency (BCI) meetings, which he facilitates. He's doing a great job with these meetings which are running to capacity with a very good attendance. You will see from Simon's report that this interagency delivers great value and is broadening capacity through drawing more diverse and relevant range of topics. Our challenge now is to develop better access to that information for those who cannot attend in person.

I would like to express my sincere thanks to Simon for coming in and getting on with the job in a no-nonsense manner with genuine commitment. Simon is a valuable part of the CRN Team.

Our Agency Contact Lists (ACL) have proven to be ever more popular and the work that goes into ensuring the validity of the data is a day to day challenge given the constant changes to organisations and personnel movements. We also proactively approached organisations whose services we believe should be on the Blacktown and The Hills lists.

The outcome of our efforts was that we printed A3 copies with smaller fonts for the Hills and two pages for Blacktown.

We have had two print runs this year, proving the value our members, providers and the community put on such a resource.

The growth in contacts logically led us looking to better manage the data and distribute the ACL. This led to developing an 'App' whose framework was demonstrated at our Industry Breakfast in May and ongoing development is still a work in progress.

From our work on ACLs, CRN secured the data development for the Agency Contact List for Mindguide with WentWest (a contact list for mental health service providers in an app) in November last year. This short project has expanded and is now funded into its second year, proving to be a great resource for those in that field.

I would like to thank Nayab Tufail for her work on this project and developing sound procedures to deliver value add to the project. Nayab is a great addition to the CRN Team.

The Mindguide project not only compliments CRN's core contact list work, but has put new dimension on how CRN can produce bespoke lists to other clients or services. CRN is receiving interest to develop 'for-purpose' lists (to the five we already produce) for specific clients.

Our work this year has required some reflection on our core business products, which essentially is information, resources and a means to distribute relevant information to a targeted audience that can build capacity for our customers.

Our first task therefore, was to understand how to manage, store and secure our data. By the end of 2017 we had a data management plan and by the end of this reporting period it was about 80% implemented. CRN has been grateful for the help, advice and guidance of IT Administrator & independent contractor, Meaghan Aldridge-Chow.

Over the years we have seen the demand for our Email Distribution Network (EDN) grow steadily. The outcome of our consultations and surveys across the sector revealed our consumers wanted more options in how and what they receive. CRN has reviewed the market options for a more sophisticated EDN and tested the products for the best solution to our needs.

The product of this foundation work will become more apparent over the next year. We ask that users continue to give us their genuine feedback, so that we can constantly upgrade and improve the service.

The ACL and EDN project expansions and improvements really drove home that with more powerful devices and better technology we could be far more effective and garner a much wider reach. CRN's target for next year is to realise the benefits of the investments this year.

The work on technical platforms and information management has been done by Sirisha Ryala, who from March, has been the temporary Communications Officer. Sirisha has maintained and improved the ACL, EDN and information management and is a real asset to CRN. I thank her for all her hard work transforming our systems; the board and I acknowledge your many talents as well as being a great team player.

CRN continues to participate in the many interagencies in the region, despite staff turnovers. Moving to a more stable team, we will quickly regain momentum and it will be the usual robust analysis and constructive participation as it ever was. I also wish to thank Kitty Allen who stepped in and managed our office for a quarter. We were sad to lose such a great influence in the office.

As you read this report, you can see that CRN has rebranded itself. This project has been lingering on for some years and now it's finally happened! We just love it. For this I would like to express a very relief filled thanks to Embreen Khan who has taken us to this fantastic makeover. We look forward to expanding our reach in this vibrant new look.

Of course, all of this would not be possible if there wasn't someone to look after the dollars and cents. Our Finance Officer, Charles Joseph, provides us fiscal guidance while maintaining robust accounting practices. Careful, articulate and with great attention to detail with his financial controls in place, we know what we can afford and how to get the best out of our resources.

For that stable foundation and transparent accountability, I thank Charles for his dedication to CRN. Charles is an integral part of what is now, quickly going from being the CRN Team, to the CRN Family.

On behalf of CRN I also wish to thank specific members, partners and organisations for their support to CRN, particularly during the most difficult months. Your support, words of encouragement and practical help has kept our faith in CRN's role in the sector and validated the CRN Team's determination (board and staff). We will return your conviction by continuing to take CRN to a new and fresh level of capacity building.

CRN thanks our funding bodies: Family & Community Services, Castle Hill RSL, WentWest and our CRN Members and offer them confidence in the knowledge we are working hard to deliver on the outcomes you have set us.

A big thank you to the organisations that are the very foundations of CRN who, through using our services and spreading the word about our work, put the value into our work.

Finally, a very special thanks to our (by now very weary) CRN Board.

On behalf of CRN, we look forward to working constructively and collaboratively with all services in this coming year.



Kittu Randhawa
C/Executive Officer | 2017 - 2018

“CRN has great contacts, stays informed for the local news, events, research and more”

INFORMATION & RESOURCE

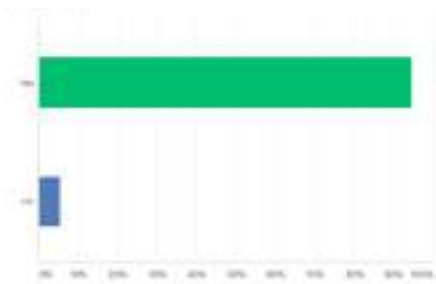
CRN develops, distributes and makes available information and resources that are relevant to community workers such as updating local agency contact lists, disseminating sector news and information, developing an interagency database and providing information referral.

CRN's Email Distribution Network (EDN) provides a platform for Not- For-Profit Community Organisations and Government Services to promote their events, programs, services, jobs, training, news and information to a network of email subscribers. The EDN has over 40,000 touchpoints, which includes providers, workers and community members thus allowing CRN to run consultancy work, surveys and advocacy.

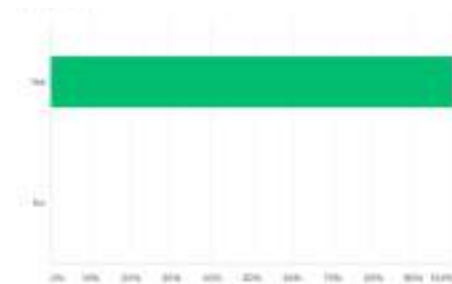
CAPACITY BUILDING

In order to strengthen the local community, CRN supports organisations and individuals in their work by coordinating relevant training, workshops and presentations, providing mentoring and support, facilitating planning sessions and developing research and reports.

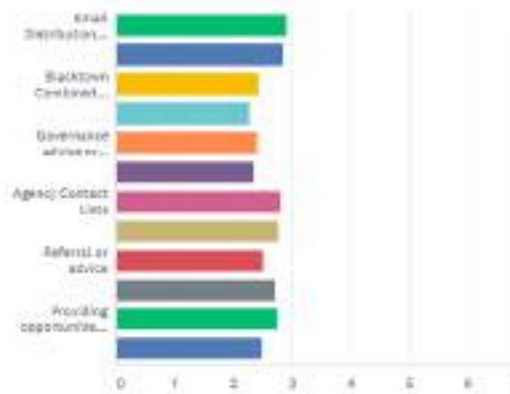
In the past 12 months, have you accessed any of CRN's Services?



Would you recommend CRN to someone who works in the community?



For each aspect of CRN's work, based on your experience please rank



CAPACITY BUILDING

THE BLACKTOWN COMBINED INTERAGENCY

The Blacktown Combined Interagency (BCI) is in its 21st year and continues to be a highly valued forum for organisations and agencies supporting the Blacktown community. Like many other aspects of CRN's work, the meetings of the BCI help break down the barriers arising from the effects of competitive tendering and departmental siloing. They create an essential opportunity for participating organisations to network and get on the same page with current issues and new initiatives. Professional connections made at the event have enhanced the productivity and efficiency of local services through improved referral pathways and other forms of collaboration.

The capacity of the Interagency to serve as a favoured location for networking and collaboration was proven in our survey of BCI attendees (n=94) conducted this year:

- 7 out of ten of survey respondents identified networking as an important product of the interagency.
- more than half said 'the BCI provided connections that lead to referrals, partnerships and collaborations.
- 6 out of 10 of respondents said they "found out about a new program that is relevant to their clients or simply learnt something 'new'".

Upon being asked to rate the usefulness of the BCI to their service almost half said it was "very valuable" and 4 out of ten said it was "somewhat valuable".

In the 10 meetings held over the 2017-18 reporting period, there was a total of

- 330 attendances
- 115 organisations represented

The June meeting of the reporting period initiated small group consultations to help set priorities for the interagency. This meeting has established a Strategic Planning Working Group resourced by CRN, Mission Australia, Reclink Australia and TAFENSW. The Working Group will oversee the development of an annual work plan for the BCI for the 2019 calendar year.

THE BLACKTOWN & THE HILLS INTERAGENCY CONVENORS FORUM

A frequent challenge from our members and participants is the demand on time to attend various meetings and interagency meetings. It is not always possible to attend, so services miss out on what could be valuable information.

The Convenors Forum was initiated by CRN in March 2018 to assist the development of a standardised community of practice for the interagency convenors. This is intended to better support and distribute information and resources of the work of human services operating within the two local government areas.

The Forum currently aims to convene four times a year.



Simon Emsley

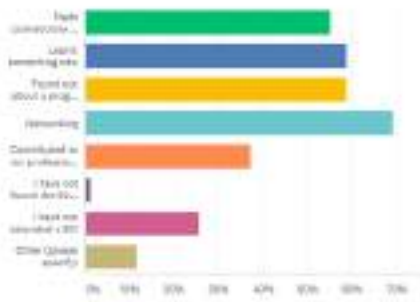
"Thank you for your work and supporting families
and workers in the sector"

CONNECTION

CRN plays an active role in building connection within communities through ongoing support of local interagencies, facilitating partnerships, collaborations and networks, providing an email distribution network, making referrals and engaging in online communication

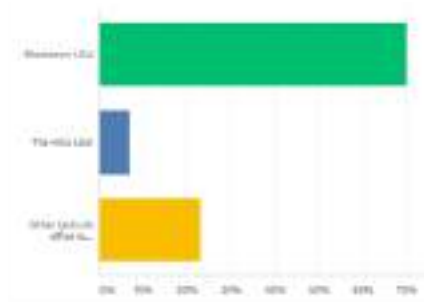
BCI

What benefits have you experienced as a result of attending BCI?



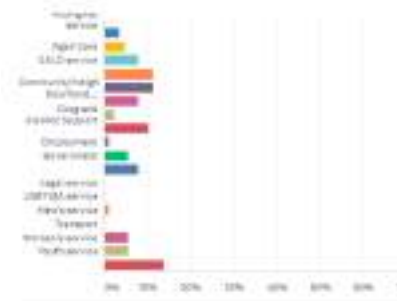
How far is our reach

Where is your organisation based?



Who do we service

Which of the following best describes your organisation?



How far is our reach

Our EDN remains one of our most used services, in spite of staff changeovers there is an overall growth across the reporting period in both Emails distributed, No of Subscribers, with the number of people reached per email averaging more than 40,000 per month

EMAILS DISTRIBUTION



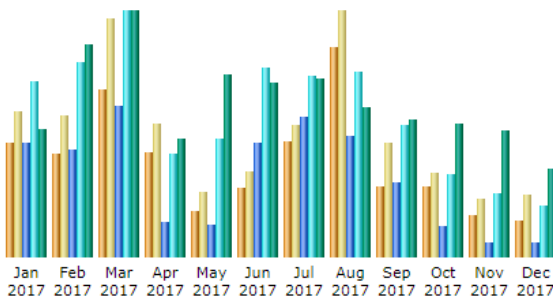
SUBSCRIBERS PER EMAIL



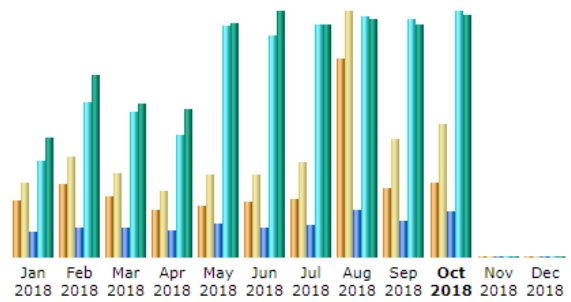
Website Hits & Downloads

Our EDN remains one of our most used services, in spite of staff changeovers there is an overall growth across the reporting period in both Emails distributed, No of Subscribers, with the number of people reached per email averaging more than 40,000 per month

MONTHLY HISTORY



Monthly History 2017

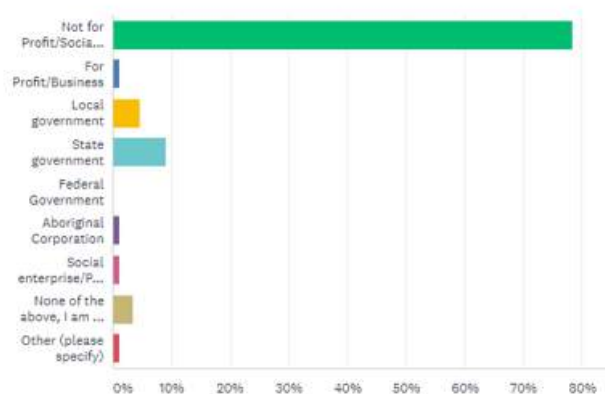


Monthly History 2018

REPRESENTATION

CRN plays an active role in building connection within communities through ongoing support of local interagencies, facilitating partnerships, collaborations and networks, providing an email distribution network, making referrals and engaging in online communication

Is your organisation?



“You do a wonderful job. A great service. Thank you”

TREASURER'S REPORT



I am pleased to present the **CRN financial statements for the year ended 30th June 2018**

This financial year has a surplus of \$9047.

This result is the product of good financial management including gaining income from FACS and other Funding bodies as well as close monitoring of expenses over the entire financial year

The Total Equity of CRN 2017-18 financial year stands at a positive balance of \$320,863.

I am pleased to advise that all Provisions, employee and other, are covered for in the Balance Sheet. CRN undertakes a regular review of all entitlements that ensures that if the organisation was to close tomorrow, our Board responsibilities for payments to CRN staff are provided for. CRN core funding remains to be from Family & Community Services. We are into the third year for the Hills ClubGrant which funds The Hills Agency Contact List, an essential resource for the community around The Hills. Our other key funding is from WentWest for the Mindguide project which is now in its second year. As mentioned, in my previous reports, this Grant has been expended, but please note that it does not operate under a standard financial year period.

I would like to thank our CRN staff for their ongoing operational management of the CRN on behalf of the Board. CRN has also submitted the previous financial year's Annual Information Statement (AIS) to the Australian Charities and Not for Profit Commission in accordance with requirements and is also about to submit the 2017-18 AIS.

The accounts have not been audited and these attached financials are unaudited reports. CRN is currently undergoing the appointment process of a new auditor to audit the books. The CRN Board reviewed and passed the 2017-18 unaudited Accounts at their Board Meeting through the use of the electronic procedures of our Constitution by motion on the 16th October 2018.

The following pages reflect an abridged copy of the CRN accounts for 2017-18. Full copies are available to Members through the CRN Office.

A handwritten signature in cursive script that reads "Sheila Cabacungan".

Sheila Cabacungan
Treasurer



Profit and Loss - Consolidated (1 July 2017 to 30 June 2018)

| | 2018 | 2017 |
|---|-------------------|-------------------|
| INCOME | | |
| Grants - FACS | 339,215 | 328,423 |
| Grant - Mindguide | 15,000 | - |
| Hills Grant | 7,955 | - |
| Management Service Fee | 2,250 | 66,285 |
| Membership Fees | 2,341 | 2,259 |
| Interest | 3,473 | 3,144 |
| Hills Club Grant -15/16 | - | 1,721 |
| Hills Club Grant 16/17 | - | 4,545 |
| Donations | - | 20 |
| Consultacy Income | 1,045 | - |
| Other Fees and Charges | 0 | 327 |
| Other Income | 243 | 277 |
| Workers Comp Policy Refund | - | 511 |
| Total Income | 371,522 | 407,513 |
| EXPENSES | | |
| Total general & administration Expenses | 44,389.00 | 105,894.00 |
| Total Programme Expenses | 27,277.00 | 54,478.00 |
| Total Employment Expenses | 290,808.00 | 245,141.00 |
| Total Expenses | 362,474.00 | 405,513.00 |
| NET PROFIT/(LOSS) | 9,047.00 | 2,000.00 |

Balance Sheet (as at 30 June 2018)

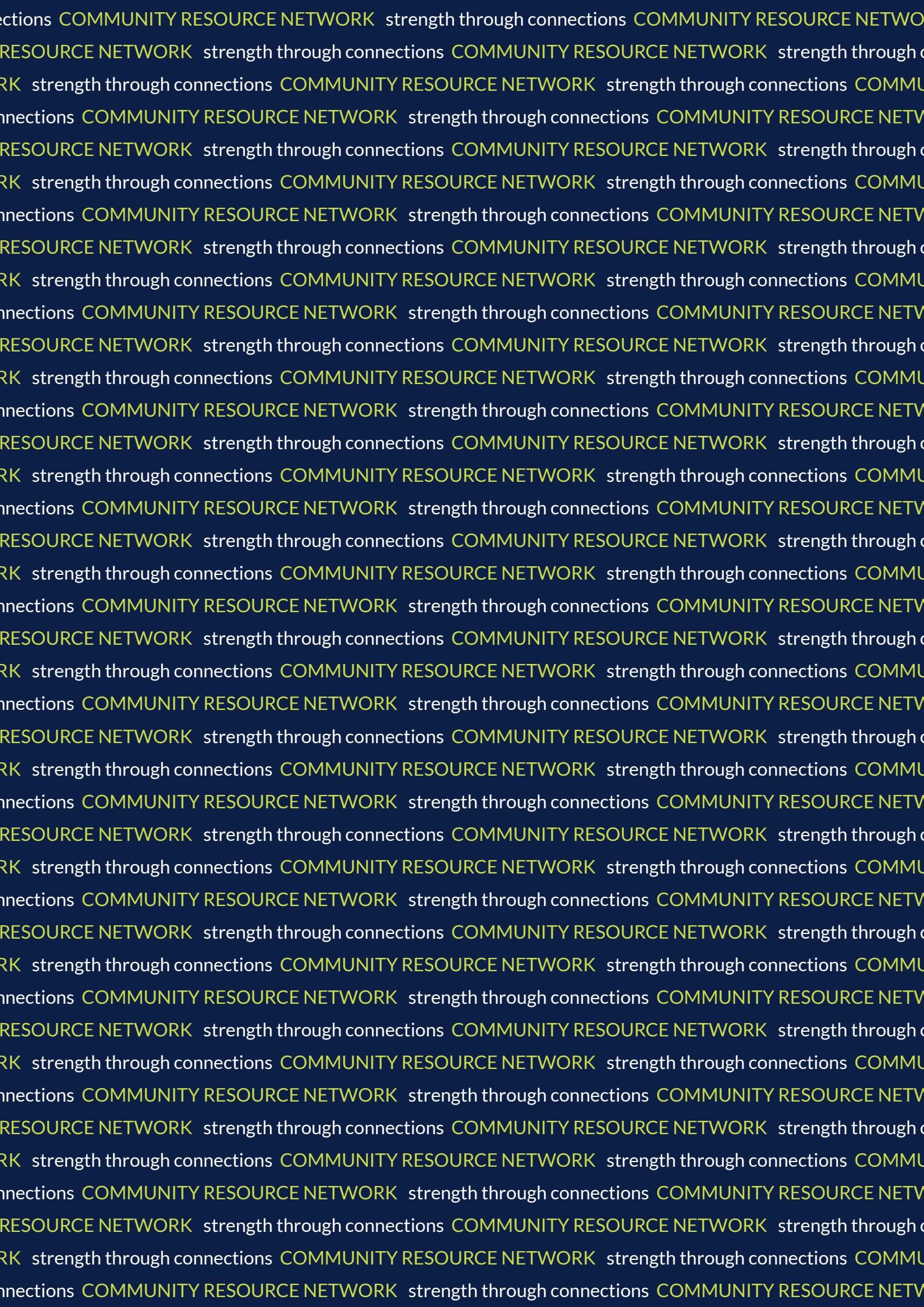
| | 2018 | 2017 |
|-------------------------------------|----------------|----------------|
| ASSETS | | |
| Current Assets | | |
| CRN - Chqque Account | 20,580 | 8,852 |
| CRN - Cash Management Account | 536,233 | 539,689 |
| Credit Card Account | (84) | (495) |
| Petty Cash - Imprest Account | 106 | 139 |
| Total Cash on Hand | 556,836 | 548,185 |
| Trade Debtors | 5,722 | 222 |
| Total Current Assets | 562,557 | 548,406 |
| Non-Current Assets | | |
| Plant & Equipment - At Cost | 26,859 | 26,859 |
| Plant & Equipment - Acc. Depn | (26,859) | (26,859) |
| Total Assets | 562,557 | 548,406 |
| LIABILITIES | | |
| Total Current Liabilities | 35,524 | 21,886 |
| Total Payroll Liabilities | 5,546 | 6,925 |
| Total Gst Liabilities | 6,366 | 7,049 |
| Total Leave Provisions | 99,638 | 107,907 |
| Total Other Non Current Liabilities | 79,492 | 92,214 |
| Trade Creditors | 15,128 | 608 |
| Total Liabilities | 241,694 | 236,590 |
| Net Assets | 320,864 | 311,817 |
| EQUITY | | |
| Retained Earnings | 320,863 | 311,816 |
| Total Equity | 320,863 | 311,816 |

THANK YOU

We would like to thank all of our members who continue to partner with us in strengthening the local community service sector.

We gratefully acknowledge that in order for CRN to maintain our ongoing commitment to sector development, we require the ongoing support of organisations, individuals and the various levels of Government.

We look forward to working with you in the next year.





CRN acknowledges the Aboriginal and Torres Strait Islander people as the traditional custodians of this land and we pay our respect to their elders past and present.

58 Armitage Dr, Glendenning | PO Box 149, Plumpton 2761
ABN: 29 949 742 420



02 9832 4762 • admin@crn.org.au

crn.org.au