



**LOCAL COMMUNITY SERVICES ASSOCIATION**

# **Annual Report**

## **2013-2014**



# Contents

<b>President's Report</b>	<b>3</b>
<b>Executive Officer's Report</b>	<b>6</b>
<b>Sector Development</b>	<b>9</b>
<b>Communities shaping the future</b>	<b>11</b>
<b>Neighbourhood Centre Week 2014</b>	<b>15</b>
<b>New Strategic Partnership</b>	<b>17</b>
<b>ANHCA Public Fund for DGR</b>	<b>18</b>
<b>communitybuilders.nsw</b>	<b>19</b>
<b>Morning Insights</b>	<b>20</b>
<b>Treasurer's Report</b>	<b>21</b>
<b>LCSA Committee 2012 – 2013</b>	<b>23</b>
<b>Audited Financial Report</b>	<b>25</b>

---

# LCSA's Vision

Strong  
communities  
through  
strong  
community  
organisations

---

# LCSA's Partners

LCSA acknowledges our strategic partnerships, without which none of our work could be accomplished.

**NSW Department of Family and Community Services, providing funding for:**

- Core Operations (Sector Development Funding)
- [communitybuilders.nsw](http://communitybuilders.nsw) website

**Australian Neighbourhood House and Centre Association (ANHCA)**

**Australian Research Alliance for Children and Youth (ARACY)**

**City of Calgary, Alberta, Canada**

**Forum of Non-Government Agencies (FONGA)**

**Fiscal Policy Studies Institute**

**International Federation of Settlements and Neighbourhood Centres**

**Internet Vision Technologies (IVT)**

**People Advantage (Role Requirement Frameworks)**

**Tamarack Institute for Community Engagement**

**The Harwood Institute for Public Innovation**

**The CollectiveNSW**

**United Way Australia**

**University of New England**

# LCSA's Purpose

The Local Community Services Association is a state-wide, representative body whose purpose is to prevent social exclusion and promote social inclusion and community strengthening through supporting, developing and promoting neighbourhood centres and other community based and community managed organisations which focus on community development, social inclusion and community-focussed services.

# LCSA's Aims

1. To actively maintain, develop and promote locally managed, integrated/generalist community services.
2. To advocate and represent the interests of members.
3. To identify issues affecting members and develop strategies to deal with them.
4. To link members and encourage mutual support and action.
5. To support and resource members to meet the needs of their communities.
6. To effectively and efficiently manage LCSA.

# President's Report



Gretchen Young

The 2013-14 financial year began with considerable uncertainty concerning the short and long term prospects of many members. LCSA has engaged our members, concerning aspirations and future directions, government, concerning service system reform, and a range of partners, concerning expertise and tools to equip LCSA members for a fast changing environment. It ends with continued long term uncertainty but emerging new directions.

During this financial year, LCSA has sought to engage with FACS in its reform process.

We have advocated for the continuation and development of the role and funding of the Community Builders Renewable (CBR) funding program in contributing to FACS purpose and goals.

We have begun an ongoing process of listening to our members aspirations and concerns and drawing together common themes.

Within externally imposed constraints we have kept LCSA members informed of what we know of developments in government thinking and planning.

We have taken steps to prepare our members to thrive in a changing and uncertain environment while sustaining their principles and purpose.

Our advocacy and efforts to ensure our members perspective was heard and taken into account by government were acknowledged in FACS December 2013 communication to CBR funded services which stated “FACS has sought and heard the advice of the Local Community Services Association on the lead time needed for any change.”

Subsequently both renewable and fixed term elements of the CBR program were rolled over for two years until June 2016.

LCSA has responded positively and proactively to the directions of FACS reform outlined by Anne Campbell in her address to our 2013 conference.

Recognising the traumatising and paralysing effect of the combination of uncertainty and enforced change, our Executive Officer, Brian Smith, has produced a ten hour training package on change and innovation for LCSA members. This has been delivered in two regions.

We have placed some initiatives on hold and developed some new strategic partnerships to best prepare and assist our members in the emerging and fluid reform environment.

In particular, our partnerships with The Harwood Institute for Public Innovation, United Way Australia and The Collective NSW will present significant, new opportunities for LCSA members in relevant and innovative training and in contributing to FACS goal of breaking the cycle of disadvantage.

***Gretchen Young, President***



# Thank you,

to the Department of Family and Community Services for its ongoing funding of the Sector Development funding program;

to the Executive and Management Committees of LCSA for their leadership, capacity to wrestle with difficult issues and being prepared to take the risk of innovation, and especially to outgoing Vice President Andrew Tuck and committee member Lisa Foster;

to the LCSA staff team who have worked tirelessly and at times in very difficult circumstances, to advocate for our members and explore ways to prepare them for a changing environment, and especially to Ji Yongqiu who helped open the way for our partnerships in China.

# Executive Officer's Report



Recently one of our Morning Insights links which fed through to Facebook received twenty times the attention that our feeds normally attract. It was titled “3 Instant Anxiety Busters”.

Given that most people accessing our links are connected to the community services sector, I believe this provides an accurate barometer of the emotional health of the sector at present, reinforcing what we are hearing from every direction.

Over-work used to be a sector-wide symptom. This has been replaced by something far more dangerous – prolonged, abnormally high levels of stress.

LCSA began the year by engaging FACS concerning its reform strategy.

Following a meeting which provided some information on localisation, FACS agreed to provide a speaker for our conference to further explain the strategy. We appreciate FACS co-operation in this matter, given that the strategy was not fully formed.

We heard the five new paradigms on which FACS was working to address the NSW government's goal of "breaking the cycle of disadvantage":

- Localisation
- Flexibility
- Partnerships
- Leveraging
- Social Investment.

Given the assurance that LCSA members would have an opportunity to "enter the conversation", we decided to be proactive and surveyed all our members to determine how long such a conversation should be to be meaningful (6-9 months) and how much time they would need to adjust if the result was a substantial change to their funding (one year).

Armed with this information and an analysis of community strengthening indicators, we met the Minister's Chief of Staff and FACS executive staff in October. The meetings were constructive and we appeared to have a common understanding.

However, we did not receive the required sign off to convey details to our members.

In its December communication to Community Builders Renewable (CBR)funded services, FACS indicated it had heard LCSA's representation and we had confidence they would take what our members had said seriously concerning timing.

A change of Minister's staff and then a change of Minister halted the momentum of these promising discussions.

In the meantime we pushed strongly for a recommendation on the rollover of CBR funding to be implemented and conveyed to the sector as soon as possible.

The damage done to productivity, trust and the psychological health of managers and staff of good and committed organisations, through the delay in making and communicating this decision and those concerning other funding streams, has been profound and widespread.

We have created the ten hour training package on change and innovation to help managers of member organisations lead their staff through the stresses and uncertainty which inevitably accompany significant change.

***Brian L Smith, Executive Officer***

## LCSA Executive Officer's record of common understandings expressed in meeting with government on 10<sup>th</sup> October.

- Adequate time shall be given both for conversations between government and the sector and to adjust to the outcomes of policy and service delivery changes.
- The conversations to which the FACS presentation invited neighbourhood centres should take place between now and the end of the financial year. They will be genuine conversations. That means centres will not be presented with a document which is so set that it cannot be changed as a result of these conversations.
- Following these conversations it is agreed centres need a full financial year to prepare for any proposed changes prior to them taking place. This will enable:
  - time for the national DGR fund to be established,
  - time for the details of the social investment strategy to be understood, digested and operationalised,
  - time for appropriate partnerships to be identified and established,
  - time for new skills and approaches to be developed,
  - time for new business models to be established within organisations which may not have the same access to government funding they previously enjoyed.
- That the goal of the NSW government in this is to enhance the work of neighbourhood centres and enable them to make a positive impact in the areas of greatest disadvantage.
- That the NSW government recognises the importance of the community strengthening role of neighbourhood centres and their contribution to a range of State Plan goals.
- That FACS will need to complete some work on social investment strategy as it is proposed to relate to this sector and to the Community Builders renewable funding which will need to be approved by the Minister before it is released for discussion. When this is released the period of conversation will begin.
- That work which has already been accomplished over the past six years to establish an proper evaluation framework for the sector will be fed into and inform new initiatives.

***NOTE: This is only the record of LCSA's Executive Officer, it does not represent any commitment of the NSW government or FACS, whose views of the meeting may be different***

# Sector development



*Lyn Lormer*



*Can Yasmut*

## **Regional Sector Development**

LCSA developed a Regional and Sub-Regional Peaks Partnership by bringing together Western Sydney Community Forum, Community Resource Network, Mountains Community Resource Network, Sector Connect, Illawarra Forum, WESTIR and Youth Action (Western Sydney Project)

Our purpose was to assess how the Sector Development part of Community Builder's funding is understood within the sector and to work together in implementing the

program. The group met 5 times in 2013-14.

Participating organisations have surveyed their constituents to determine how their view and requirements of sector development roles aligns to Community Builders program specifications. The results of this survey will be collated by WESTIR. This will inform the ongoing work of the group in supporting Community Builders funded services and in participating in conversations with FACS concerning the importance

and specific role of regional and sub-regional sector development.

### **Intensive support**

LCSA was approached by two member neighbourhood centres to assist them with building capacity within their organisations. One was failing to meet its contractual obligations with FACS.

After consultation, each of the centres, supported by FACS, contracted LCSA to provide a Sector Development staff member for two days per week to review all aspects of the service, build management committee capacity, recruit new staff and, in one case, run a Results Based Community Planning process.

In the first service, we delivered: management and staff supervision; revised policies, procedures and systems; overhaul of organisational structure, including position descriptions and contracts; oversight of the recruitment of new staff; evaluation of current activities. In addition we delivered a report to the management committee with recommendations concerning: increased governance capacity; future Community Builders service plans; growth strategy; increasing stakeholder and resident engagement; an area appropriate

community engagement/ community development plan.

In the second service we delivered: a viable, functioning management committee; management and staff supervision to maintain existing operations; new administrative systems; oversight of the recruitment of new staff; a successful transition plan for the service's Community Builders funding. In addition, the organisation has been prepared to undertake a Results Based Community Planning process.

In each of these partnerships the capacity of the centres to meet their service obligations was strengthened and they regained options for the future. In successfully completing this work we were able to use the resources and tools LCSA has developed over a number of years to assist member services build their capacity.

### **Response to requests**

We have received an average of 12 sector development requests per week of varying complexity from LCSA members over the past year and have successfully completed 85% of those.

***Lyn Lormer & Can Yaşmut***

# Communities shaping the future



With 230 participants, our August 2013 conference, Communities Shaping the Future, was the largest ever. The conference showcased the possibilities for communities to shape their future through Australian and international input. This provided a range of examples of effective practice.

However, the conference was somewhat overshadowed by a sense of anxiety and uncertainty among participants concerning future funding. This was exacerbated rather than allayed by FACS' presentation of its reform themes.

Keynote speaker Liz Weaver, from the Tamarack Institute for Community Engagement, also provided the pre-conference training.



Deputy Chief Executive of Community Services, Anne Campbell, addresses the conference.



Conference delegates respond to Mr Shun's "Welcome" song, composed to celebrate LCSA's visit to his community in Xiamen in may 2013.



Neighbourhood and Community centres approach their work from the recognition that communities are just as important as service systems in shaping the lives of children, families and young people.

Speakers at our 2012 conference reinforced the need to view and treat people as citizens, not consumers. This year's conference sought to expand on that theme.

Keynote speakers Liz Weaver, Graeme Gibson and Susan Goodwin inspired and encouraged us by explaining the elements that had contributed to the success of ground up initiatives.

Jian Chen and Shen Yungchan gave us an insight into community in the context of urban China and demonstrated the common aspirations for community which cross cultural, linguistic and political divides.

To close the conference, Aboriginal and Torres Strait Islander Social Justice Commissioner, Mick Gooda, inspired us with his experience, insight and integrity and challenged us to learn from Aboriginal and Torres Strait Islander social justice initiatives and keep the recognition of their rights at the centre of community endeavours.

Fourteen different workshops provided a wide range of opportunity

for participants to develop their skills and knowledge.

Anne Campbell, Deputy Chief Executive of Community Services provided an insight into FACS approach to breaking the cycle of disadvantage. She presented five "new paradigms":

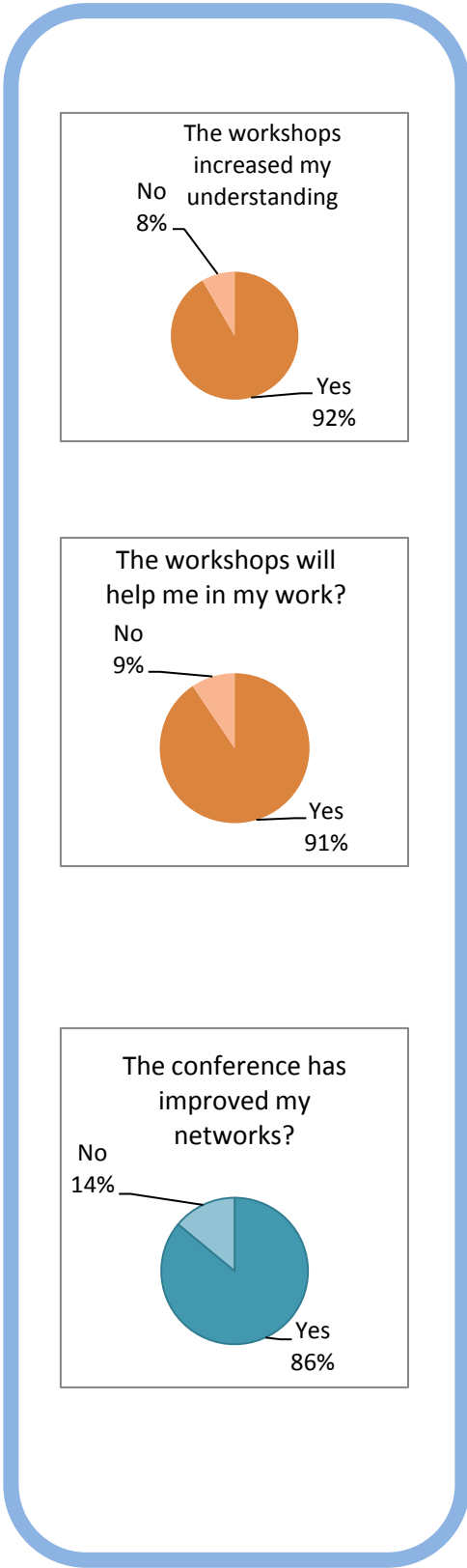
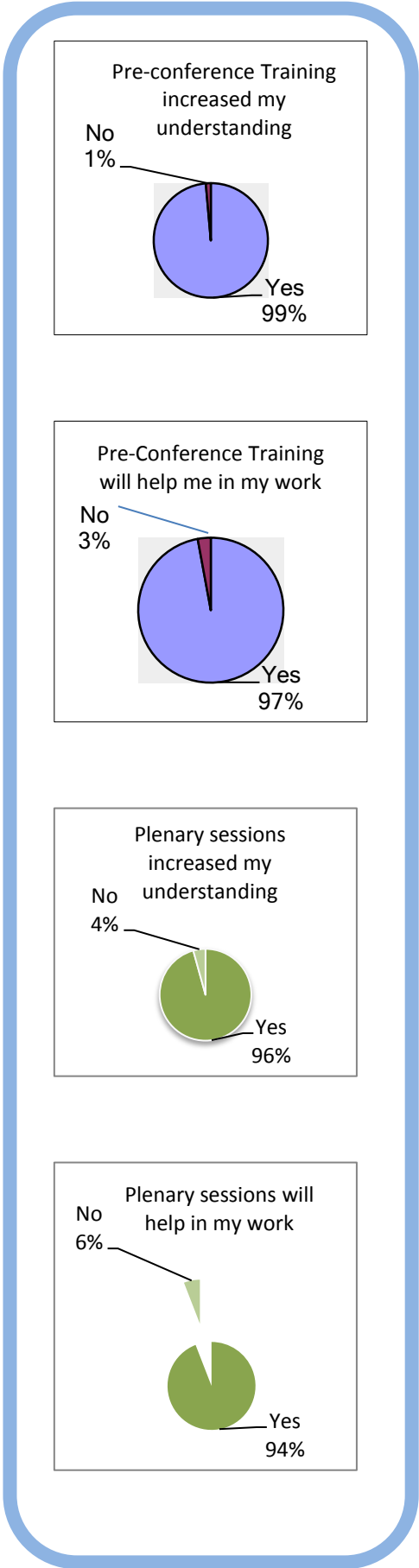
- Localisation
- Flexibility
- Partnerships
- Leveraging
- Social Investment

Anne ended with the assurance "You will have an opportunity to hear more about FACS' approach to social investment later this year and join the conversation" and indicated FACS would "stay in contact with the LCSA and let them know important dates and milestones".

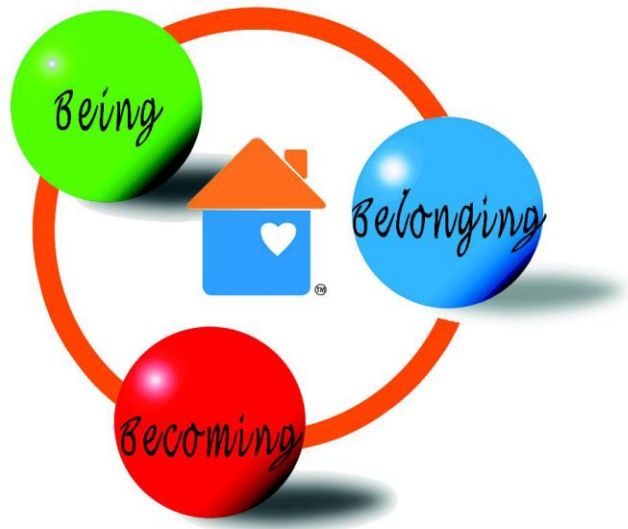
We appreciate FACS sharing its embryonic approach with LCSA members. It provided some insight and increased understanding. At the same time it raised more questions than it answered and most participants felt it heightened their sense of uncertainty and anxiety. This somewhat overshadowed the rest of the conference.

Vanessa Meachen presented the preparations for a national Deductible Gift Recipient fund and invited feedback from conference participants.

# Conference outcome measures



# Neighbourhood Centre Week 2014



We chose Being, Belonging, Becoming as the theme for Neighbourhood Centre week to assert the value of the principles that underpin our sector. We had observed a growth in language associated with community services reform which diminishes the subjectivity of the very people that the reforms are designed to assist. We departed from our practice of producing a range of merchandise and instead provided unlimited free posters for our members. Member organisation participation increased by 84% over the previous year.

**Being** - Neighbourhood centres have always been places where those who come can “be themselves”. Neighbourhood centre participants are not reduced to being consumers of services. They are citizens. They are the subjects of their own lives. They have strengths which can be built on and developed. They are far, far more than a bundle of complex problems that need to be “impacted” by services.

**Belonging** - Neighbourhood centres are a focus of community, particularly for those who are socially isolated or who struggle to fit in. People discover, or rediscover, their strengths in community and find they can make a meaningful contribution. People develop as citizens in community, they discover their own voice. They move from being the recipients of help to genuine participants in making a better world for everyone.

**Becoming** - Neighbourhood centres are places where many, many people have started, or resumed, the journey of reaching their full potential. When you experience acceptance and can be yourself, when you move out of isolation and join your strength to that of others in community, when you have a place where you know you belong, your life can flourish, you can become - amazing!



# New Strategic Partnership

Sector reform requires LCSA members to relate to a changed environment while acting with authenticity to their roots and principles.

LCSA believes its members potentially have a valid and valuable role in any reformed system as organisations which span the boundary between, public knowledge, held by the community and expert knowledge held by the service system.

To perform this effectively, excellence in community engagement is essential. We have investigated available approaches, tools, resources and training both nationally and internationally.

Due to its unique insights and effective role in relating community to collective impact, LCSA has entered a partnership with The Harwood Institute for Public Innovation to provide its Public Innovators training to LCSA members.



*Richard Harwood*

# ANHCA Public Fund for DGR

At the 2013 annual conference, LCSA members were invited to comment and provide input on the formation of the ANHCA Public Fund for DGR.

The fund has now been established. It provides members of LCSA and its interstate equivalents, who do not have Deductible Gift Recipient (DGR) status in their own right, access to the (DGR) provisions of the ANHCA Public Fund for their own fundraising. This is a significant outcome providing new opportunity for 70% of LCSA members.

The screenshot shows the ANHCA website. At the top left is the ANHCA logo, which consists of a blue house icon with a white heart inside, and the text "Australian Neighbourhood Houses & Centres Association". To the right of the logo is a "CONTACT" button with an envelope icon and a search bar with a "SEARCH" button. Below the logo and search bar is a navigation menu with five items: "About ANHCA", "Policy", "Publications", "ANHCA Public Fund for DGR" (which is highlighted in orange), and "News & Media".

**ANHCA Public Fund for DGR**

The ANHCA Public Fund for DGR is a fund maintained by the Australian Neighbourhood Houses & Centres Association (ANHCA) Inc. It can assist organisations which are part of ANHCA's national network of neighbourhood houses and centres to raise funds through public and corporate donations. The listing of the Australian Neighbourhood Houses & Centres Association (ANHCA) Inc. in Division 30, section 30-45 of the Income Tax Assessment Act 1997 ensures donations of \$2 or more to the ANHCA Public Fund are tax deductible.

The ANHCA Public Fund covers its costs via an administration charge of 5% deducted from each donation. At this time the fund is only accepting donations of \$100 or more. This is an administrative necessity which will be reviewed regularly as the fund begins to generate income.

The ANHCA Public Fund will help the fundraising efforts of neighbourhood houses and centres (NH&Cs) throughout Australia by providing a tax deductible vehicle for donor funds. While organisations will still initiate, plan and fundraise for the work within their communities, the ANHCA Public Fund can legally accept funds to finance that work, and offer a tax deduction to donors.

**Navigation Menu:**

- ▶ Home
- ▶ About ANHCA
- ▶ Policy
- ▶ Publications
- ▶ ANHCA Public Fund for DGR
- ▶ News & Media

# communitybuilders.nsw

LCSA was contracted to manage the communitybuilders.nsw website by the Department of Family and Community Services in 2013. The Sector Development team have been running the site over the past year, together with Asha Fonseka our Administration Officer. We informed FACS of the need to update the content management system of this site in our original tender and have successfully advocated for this improvement in functionality and operation. The process of reskinning and replatforming the website is underway and scheduled for completion in October 2014.

The screenshot shows the homepage of the communitybuilders.nsw website. At the top left is the NSW Government logo. The main header features the site name 'communitybuilders.nsw' in a teal font, with a 'skip to content' link and a colorful grid icon to the right. Below the header is a navigation bar with 'about this site', 'contact us', and a search box with a 'GO' button. The main content area is divided into five colored columns: 'running your project' (yellow), 'research & resources' (orange), 'funding & grants' (purple), 'events' (teal), and 'discussion forums' (green). Each column contains a representative image: folders, a stack of books, hands holding a jar of coins, people at an outdoor event, and hands typing on a keyboard. Below this is a paragraph describing the site as an interactive clearing house for community level social, economic and environmental renewal. A 'what's new' section follows, listing three items: 'If you are a Community Services Manager you MUST understand basic accounting', 'Healthy Hearts and Healthy Minds', and 'ACNC events in August and September'. Each item has a 'Read more' link. On the right side of the 'what's new' section are two buttons: 'publish your news or event' and 'subscribe to e-news'.

NSW GOVERNMENT

skip to content

communitybuilders.nsw

about this site | contact us | search  GO

running your project | research & resources | funding & grants | events | discussion forums

This site is an interactive electronic clearing house for everyone involved in community level social, economic and environmental renewal including community leaders, community & government workers, volunteers, program managers, academics, policy makers, youth and seniors.

**what's new**

**If you are a Community Services Manager you MUST understand basic accounting**  
Pathways Australia  
[Read more](#)

**Healthy Hearts and Healthy Minds**  
Suicide Intervention Skills Training and Mental Health First Aid  
[Read more](#)

**ACNC events in August and September**  
Information Sessions  
[Read more](#)

publish your news or event

subscribe to e-news

# Morning Insights

Morning Insights is a new resource for LCSA members and community. It uses current technology to access and curate information from hundreds of sources nationally and internationally. These are distilled to two feeds a day providing information we believe will help, provoke thought, stimulate or challenge.

It has received more unsolicited positive comment from members than any other initiative of LCSA over the past 8 years. It has raised our electronic media profile by approximately 500% (combining metrics from all platforms). More importantly, analysis of the social media response to the feeds is enabling us to better understand the issues of greatest importance to our members and to the wider community.



## MORNING INSIGHTS

Tuesday 27 May 2014

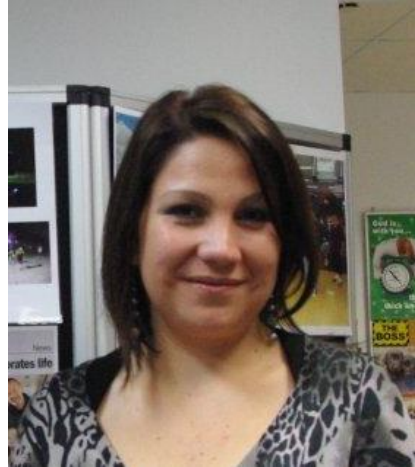
Dear Brian

[Everyone has something to contribute](#). A question and answer article with Dr Edgar Cahn, founder of Time Banking.

[The Debunking Handbook](#). A short, simple guide for communicators in all areas who encounter misinformation. This was produced three years ago to counter misinformation in the climate change debate but has much wider areas.



# Treasurer's Report



*Tairyn Vergara*

In the 2013-14 financial year, LCSA worked with its lowest level of income since the 2005-2006 financial year as our only additional funded project has been the [communitybuilders.nsw](http://communitybuilders.nsw) website.

Nevertheless, through tight management of expenses, writing back some provisions, allocation of members funds to sector development activities and gaining some contracted sector development work, we have managed to break even for the year.

LCSA's main source of funding in the 2013-14 financial year came from the Sector Development Program of the Department of Family and Community Services (FACS).

We are also contracted by FACS to manage the communitybuilders.nsw website.

Membership fees also contribute to LCSA's income and in 2013-14 membership fees totalled \$55,184. We are pleased to note this arrested the trending decline in membership fees that occurred over the previous two years.

Owing to the completion of our last major funded project, the Transition Resource Project, we were unable to continue our previous and very successful financial strategy of running regular sector development operations within the core funding budget and using Members Funds to fund special projects of significant benefit to member organisations. Members Funds now augment the Sector Development Program funding to enable the employment of the Senior Project Officers in the completed Transition Resource Project as Sector Development Managers. We believe this is the best way we can assist our members in the current government reform context.

The financial statements in this year's Annual Report have been prepared in accordance with the Australian Accounting Standards in line with the requirements of the bodies to whom we report.

The complete audited financial statements are included in this report and provide a more detailed account of the overall financial position and performance of the organisation.

Thank you to LCSA Executive Officer, Brian Smith, for his approach to fiscal management which has ensured LCSA continues to be in a stable position to move forward into the future while allocating accrued funds to prepare LCSA members for the new challenges we face as a sector.

I nominate Greg Middleton of Meagher Howard and Wright as the auditor for the 2014-15 audit.

***Tairyn Vergara, Treasurer***

# LCSA Committee 2013-14

## EXECUTIVE COMMITTEE

<b>President:</b>	<b>Gretchen Young</b>	Mid Richmond Neighbourhood Centre
<b>Vice President:</b>	<b>Andrew Tuck</b>	Coast Community Connections
<b>Secretary:</b>	<b>Naomi Rees</b>	Maitland Neighbourhood Centre
<b>Treasurer</b>	<b>Tairyn Vergara</b>	The Parks Community Network
<b>Member</b>	<b>Skye Sear</b>	New School of Arts Neighbourhood House
<b>Member</b>	<b>Sharon Parker</b>	North Kiama Neighbourhood Centre
<b>Public Officer</b>	<b>Tairyn Vergara</b>	The Parks Community Network

## Regional Representatives:

<b>Blue Mountains</b>	<b>Kris Newton</b>	Mountains Community Resource Network
<b>Central Coast</b>	<b>Andrew Tuck</b>	Coast Community Connections
<b>Cumberland/Prospect Blacktown</b>	<b>Margaret Tipper</b>	Community Resource Network
<b>Far North Coast</b>	<b>Skye Sear</b>	The New School of Arts Neighbourhood House
<b>Hunter</b>	<b>Naomi Rees</b>	Maitland Neighbourhood Centre
<b>Illawarra</b>	<b>Sharon Parker</b>	North Kiama Neighbourhood Centre
<b>Inner Sydney/Inner West</b>	<b>Charmaine Jones</b>	Regional Council for Social Development
<b>Marrickville/Canterbury/ St George</b>	<b>Shelley Ross</b>	Kogarah Community Services
<b>Mid North Coast</b>	<b>Paul Sekfy</b>	
<b>Nepean</b>	<b>Lisa Foster</b>	St Mary's Area Community Development Project
<b>New England</b>	<b>Gail Galloway</b>	Tenterfield Social Development Committee
<b>Riverina Murray</b>	<b>Peggy Elliot</b>	Gundagai Neighbourhood Centre
<b>South West Sydney/Macarthur</b>	<b>Tairyn Vergara</b>	The Parks Community Network
<b>Sutherland</b>	<b>Luba Monro</b>	Shire Community Services
<b>Western NSW</b>	<b>Alison Conn</b>	Wellington Information & Neighbourhood Centre



# Audited Financial Report

LOCAL COMMUNITY SERVICES ASSOCIATION  
66 025 175 245

FINANCIAL REPORT  
FOR THE YEAR ENDED  
30 JUNE 2014

*Meagher Howard & Wright*  
*Certified Practising Accountants*  
*Suite 505*  
*55 Grafton Street*  
*BONDI JUNCTION NSW 2022*

**LOCAL COMMUNITY SERVICES ASSOCIATION  
66 025 175 245**

**CONTENTS**

Executive Committee Report	1
Income Statement	2
Balance Sheet	5
Cash Flow Statement	6
Notes to the Financial Statements	7
Statement by Members of the Executive Committee	11
Auditor's Report	12
Certificate by Members of the Executive Committee	14

**LOCAL COMMUNITY SERVICES ASSOCIATION**

66 025 175 245

**EXECUTIVE COMMITTEE REPORT**

Your executive committee members submit the financial report of the Local Community Services Association for the financial year ended 30 June 2014.

**Executive Committee Members**

The names of committee members throughout the year and at the date of this report are:

Gretchen Young  
Tairyn Vergara  
Andrew Tuck  
Naomi Rees  
Sharon Parker  
Skye Sear

**Principal Activities**

The principal activities of the association during the financial year were:

LCSA is a not for profit association whose purpose is to prevent social exclusion and promote social inclusion and community strengthening through supporting, developing promoting neighbourhood centres and other community based and community managed organisations which focus on community development, social inclusion and community focussed services.


**Significant Changes**

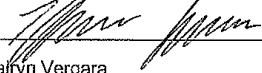
No significant change in the nature of these activities occurred during the year.

**Operating Result**

The profit after providing for income tax amounted to \$369.00.

Signed in accordance with a resolution of the Members of the Executive Committee.

Executive  
Committee Member:   
\_\_\_\_\_  
Gretchen Young

Executive  
Committee Member:   
\_\_\_\_\_  
Tairyn Vergara

Dated this 28<sup>th</sup> day of August 2014

**LOCAL COMMUNITY SERVICES ASSOCIATION**  
66 025 175 245

**INCOME STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	Note	2014 \$	2013 \$
<b>INCOME</b>			
<b>Grant Income</b>			
FACS - Sector Development Program		261,013	281,425
FACS - communitybuilders.nsw Website		72,646	20,899
FACS - Community Builders Transition Resource Project		-	256,502
FACS-Sector Development (ERO)		4,282	-
FACS-communitybuilders W-setup		11,220	-
		349,161	558,826
Membership		55,184	51,551
Policy Income		3,454	9,728
Publications Sales		631	-
Training		60,413	-
Conference Income		106,624	105,853
MSO Subscriptions		(37)	8,428
N'Hood Centre Week		527	5,519
Interest Received		19,950	25,260
Other Income		57	-
		595,964	765,165

The accompanying notes form part of these financial statements.

Page 2



**LOCAL COMMUNITY SERVICES ASSOCIATION**  
66 025 175 245

**INCOME STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	Note	2014 \$	2013 \$
<b>EXPENDITURE</b>			
<b>Staff Salaries &amp; Oncosts</b>			
Wages & Salaries		326,091	373,468
Bookkeeping		15,000	16,900
Superannuation		30,204	30,847
Workers Compensation		2,635	2,664
Prov for Annual Leave		2,814	(22,560)
Prov. Long Service Leave		3,625	10,478
Staff Development & Training		5,683	1,826
Staff Advertising		-	125
Staff Amenities		728	493
		386,780	414,241
<b>AGM &amp; Conference</b>			
Accommodation/Dinner		89,356	94,270
Consulting Training		1,000	2,992
Entertainment		-	638
Prizes		-	300
Set Up		4,669	940
Speakers		10,568	638
Travel		492	1,581
Travel Rural Subsidy		502	799
Volunteer Expenses		-	3,042
VMS Expenses		11,648	13,838
AGM Expenses		714	-
		118,949	119,038
Donations		10,000	-
<b>Program Development &amp; Consultants</b>			
ANHCA		5,451	6,523
Consultants Fees		3,200	11,890
Govt. Web Development		-	13,100
MSO Portal		3,843	28,514
Neighbourhood Centre Week		222	5,369
		12,716	65,396

The accompanying notes form part of these financial statements.

**LOCAL COMMUNITY SERVICES ASSOCIATION**  
66 025 175 245

**INCOME STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	Note	2014 \$	2013 \$
<b>Office Expenses</b>			
Audit Fee		2,300	1,673
Bank Charges		305	348
Cleaning		3,596	3,820
Computer Services & Expenses		1,563	1,699
Copier Expenses		7,003	6,198
Equipment Maintenance		637	390
Insurance		5,722	6,909
IT Expenses		1,804	647
Lodgement Fee		153	154
Office Amenities		551	268
Phone/Fax/Internet		8,007	7,797
Postage & Courier		289	1,029
Printing		-	152
Property Expenses		(21,000)	21,000
Resources		17	-
Stationery		480	3,728
Subscriptions		1,681	1,408
Website		14,125	25,970
		<u>27,233</u>	<u>83,190</u>
Publications		-	7,545
<b>Travelling Expenses</b>			
MC Travel expenses		18,089	23,509
Staff Travel		21,828	34,790
Members Training		-	94
CP Travel Expenses		-	4,300
		<u>39,917</u>	<u>62,693</u>
		<u>595,595</u>	<u>752,103</u>
Profit before income tax		<u>369</u>	<u>13,062</u>
<b>Profit for the year</b>		<u>369</u>	<u>13,062</u>
Retained earnings at the beginning of the financial year		<u>516,141</u>	<u>503,080</u>
<b>Retained earnings at the end of the financial year</b>		<u>516,510</u>	<u>516,142</u>

The accompanying notes form part of these financial statements.

**LOCAL COMMUNITY SERVICES ASSOCIATION**  
**66 025 175 245**

**BALANCE SHEET**  
**AS AT 30 JUNE 2014**

	Note	2014 \$	2013 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	2	745,324	766,579
Trade and other receivables	3	18,675	19,822
Prepayments		1,193	1,340
<b>TOTAL CURRENT ASSETS</b>		<u>765,192</u>	<u>787,741</u>
<b>TOTAL ASSETS</b>		<u>765,192</u>	<u>787,741</u>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and Other Payables		130,664	139,299
Borrowings		24,909	25,411
Employee benefits	4	17,397	23,262
PAYG Withholding		5,710	17,252
<b>TOTAL CURRENT LIABILITIES</b>		<u>178,680</u>	<u>205,224</u>
<b>NON-CURRENT LIABILITIES</b>			
Employee benefits	4	25,002	21,375
<b>TOTAL NON-CURRENT LIABILITIES</b>		<u>25,002</u>	<u>21,375</u>
<b>TOTAL LIABILITIES</b>		<u>203,682</u>	<u>226,599</u>
<b>NET ASSETS</b>		<u>561,510</u>	<u>561,142</u>
<b>MEMBERS' FUNDS</b>			
Reserves	5	45,000	45,000
Retained earnings	6	516,510	516,142
<b>TOTAL MEMBERS' FUNDS</b>		<u>561,510</u>	<u>561,142</u>

The accompanying notes form part of these financial statements.

Page 5

**LOCAL COMMUNITY SERVICES ASSOCIATION**  
**66 025 175 245**

**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers	558,369	534,936
Payments to suppliers and employees	(591,601)	(695,175)
Interest received	11,977	25,259
<b>Net cash used in operating activities</b>	<u>(21,255)</u>	<u>(134,980)</u>
Net decrease in cash held	(21,255)	(134,980)
Cash at beginning of financial year	766,577	901,557
Cash at end of financial year	2 <u>745,322</u>	<u>766,577</u>

The accompanying notes form part of these financial statements.

Page 6

LOCAL COMMUNITY SERVICES ASSOCIATION  
66 025 175 245

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2014

---

**1 Summary of Significant Accounting Policies**

**Basis of Preparation**

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act 2009. The committee has determined that the association is not a reporting entity.

The financial report has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless stated otherwise, have been adopted in the preparation of this financial report.

**Accounts Receivable and Other Receivables**

Accounts receivable are recognised initially at the transaction price (i.e. cost) and are subsequently measured at cost less provision for impairment. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

At the end of each reporting period, the carrying amount of accounts receivable and other receivables are reviewed to determine whether there is any objective evidence that the amounts are not recoverable. If so, an impairment loss is recognised immediately in income and expenditure statement.

**Employee Benefits**

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled.

**Provisions**

Provisions are recognised when the association 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.

**Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less.

**LOCAL COMMUNITY SERVICES ASSOCIATION  
66 025 175 245**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2014**

---

**Revenue**

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

All revenue is stated net of the amount of goods and services tax (GST).

**Accounts Payable and Other Payables**

Accounts payable and other payables represent the liabilities at the end of the reporting period for goods and services received by the association that remain unpaid.

Accounts payable are recognised at their transaction price. Accounts payable are obligations on the basis of normal credit terms.

**Goods and Services Tax (GST)**

Revenues, 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 balance sheet.

**Subsequent events**

The LCSA Management Committee decided, at its June meeting, to invest \$476,000 in a partnership with The Harwood Institute for Public Innovation. This partnership, which will extend over three years will deliver for 100 participants over a period of two years:

- Public Innovators Lab – a three day introduction to and training in public innovation practice
- Learn and apply webinars and coaching – a series of six webinars which will provide Lab participants with additional training
- Monthly coaching calls – a Harwood certified coach will guide trained public innovators in applying the Harwood approach and embedding it within their organisations.
- Innovation spaces – bringing together the cohort of trained public innovators three times over the life of the project.
- Harwood Tools and Products – trained public innovators will receive license to use the Institute's frameworks and tools with their staff and with their partners in the community.

**LOCAL COMMUNITY SERVICES ASSOCIATION  
66 025 175 245**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2014**

---

In the third year the partnership will produce 5 fully trained and certified Harwood coaches within the LCSA network.

The cost of the investment will be offset by sponsorship and participants fees. Future earnings will be created by the capacity of LCSA to run training in partnership with The Harwood Institute through its certified coaches.

**LOCAL COMMUNITY SERVICES ASSOCIATION**  
66 025 175 245

**NOTES TO THE FINANCIAL STATEMENTS**  
FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
	\$	\$
<b>2 Cash and Cash Equivalents</b>		
Petty Cash	200	200
CBA - Cheque Account	122,662	9,942
CBA Cash Management Account	106,790	110,858
CBA Investment Account	2,546	26
CBA - On Line Saver Account	63,126	645,553
Cwith Bank - Term Deposit	450,000	-
	<u>745,324</u>	<u>766,579</u>
<b>3 Trade and Other Receivables</b>		
<b>Current</b>		
Trade Debtors	7,414	13,914
Income Accrued	7,952	-
GST on Acquisitions	3,309	5,908
	<u>18,675</u>	<u>19,822</u>
<b>4 Employee Benefits</b>		
<b>Current</b>		
Provision for Annual Leave	<u>17,397</u>	<u>23,262</u>
<b>Non-Current</b>		
Prov'n for Long Service Leave	<u>25,002</u>	<u>21,375</u>
<b>5 Reserves</b>		
General Reserve	<u>45,000</u>	<u>45,000</u>
<b>6 Retained Earnings</b>		
Retained earnings at the beginning of the financial year	516,141	503,080
Net profit attributable to the association	369	13,062
Retained earnings at the end of the financial year	<u>516,510</u>	<u>516,142</u>



**LOCAL COMMUNITY SERVICES ASSOCIATION  
66 025 175 245**

**STATEMENT BY MEMBERS OF THE EXECUTIVE COMMITTEE**

The executive committee has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the executive committee the financial statements as set out on pages 1 to 10:

1. Presents a true and fair view of the financial position of Local Community Services Association as at 30 June 2014 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Local Community Services Association will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Executive Committee and is signed for and on behalf of the Executive Committee by:

President:   
\_\_\_\_\_  
Gretchen Young

Treasurer:   
\_\_\_\_\_  
Tairyn Vergara

Dated this 28<sup>th</sup> day of August 2014

**MEAGHER, HOWARD & WRIGHT**

CERTIFIED PRACTISING ACCOUNTANTS

ABN 42 664 097 441

**PARTNERS**K.J. WRIGHT J.P. M.COMM. F.C.P.A.  
G. MIDDLETON B.COMM. ACA**FINANCIAL PLANNING**

MARK MAYCOCK

**ASSOCIATE**

L.J. HOWARD O.A.M. J.P. B Ec. F.C.P.A.

Suite 505

Level 5 / 55 Grafton Street  
BONDI JUNCTION NSW 2022  
PO Box 653  
BONDI JUNCTION NSW 1355

Phone: 02 9387 8988

Fax: 02 9387 8388

**INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF LOCAL COMMUNITY SERVICES ASSOCIATION  
66 025 175 245****Report on the Financial Report**

I have audited the accompanying financial report, being a special purpose financial report, of Local Community Services Association (the association), which comprises the balance sheet as at 30 June 2014, profit and loss statement and cash flow statement, a summary of significant accounting policies, other explanatory information and the statement by members of the committee.

**Committee's Responsibility for the Financial Report**

The committee of Local Community Services Association is responsible for the preparation of the financial report, and has determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the Associations Incorporation Act 2009 and is appropriate to meet the needs of the members. The committee's responsibility also includes such internal control as the committee determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

My responsibility is to express an opinion on the financial report based on my audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.



"Liability limited by a scheme approved under Professional Standards Legislation"


**Auditor's Opinion**

In my opinion, the financial report of Local Community Services Association presents fairly, in all material respects the financial position of Local Community Services Association as of 30 June 2014 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the Associations Incorporation Act 2009.

**Basis of Accounting and Restriction on Distribution**

Without modifying my opinion, I draw attention to Note 1 of the financial report, which describes the basis of accounting. The financial report has been prepared to assist the association to meet the requirements of the Associations Incorporation Act 2009. As a result, the financial report may not be suitable for another purpose.

**Name of Firm:** Meagher Howard & Wright  
Certified Practising Accountants

**Name of Director:**   
Greg Middleton ICAA 24953

**Address:** Suite 505, 55 Grafton Street BONDI JUNCTION NSW 2022

**Dated this 28th day of August 2014**



"Liability limited by a scheme approved under Professional Standards Legislation"

**LOCAL COMMUNITY SERVICES ASSOCIATION**  
66 025 175 245

**DEPARTMENTAL TRADING, PROFIT AND LOSS STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>SECTOR DEVELOPMENT</b>		
<b>OTHER INCOME</b>		
<b>Grant Income</b>		
FACS - Sector Development Program	261,013	256,097
FACS-Sector Development (ERO)	4,282	-
Interest Received	-	305
	265,295	256,402
<b>EXPENSES</b>		
<b>Staff Salaries &amp; Oncosts</b>		
Wages & Salaries	195,559	183,897
Bookkeeping	7,800	8,450
Superannuation	18,196	13,870
Workers Compensation	1,529	1,175
Prov for Annual Leave	3,045	(25,704)
Prov. Long Service Leave	2,904	3,715
Staff Development & Training	5,683	591
Staff Amenities	528	407
<b>Program Development &amp; Consultants</b>		
ANHCA	-	1,523
<b>Office Expenses</b>		
Audit Fee	1,150	1,673
Bank Charges	275	294
Cleaning	26	1,090
Computer Services & Expenses	1,415	1,199
Copier Expenses	3,504	3,099
Equipment Maintenance	-	390
Insurance	5,722	6,909
IT Expenses	1,804	224
Lodgement Fee	76	154
Office Amenities	515	143
Phone/Fax/Internet	3,952	3,771
Postage & Courier	288	1,012
Printing	-	152
Property Expenses	(9,625)	10,500
Resources	17	-
Stationery	473	1,635
Subscriptions	602	414
<b>Travelling Expenses</b>		
MC Travel expenses	16,853	20,596

LOCAL COMMUNITY SERVICES ASSOCIATION  
66 025 175 245

DEPARTMENTAL TRADING, PROFIT AND LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2014

	2014 \$	2013 \$
Staff Travel	8,160	17,697
	<u>270,451</u>	<u>258,876</u>
<b>NET LOSS</b>	<u>(5,156)</u>	<u>(2,474)</u>

**LOCAL COMMUNITY SERVICES ASSOCIATION**  
66 025 175 245

**DEPARTMENTAL TRADING, PROFIT AND LOSS STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	2014	2013
	\$	\$
<b>TRANSITION RESOURCE PROJECT</b>		
<b>OTHER INCOME</b>		
<b>Grant Income</b>		
FACS - Community Builders Transition Resource Project	-	256,502
	-	256,502
<b>EXPENSES</b>		
<b>Staff Salaries &amp; Oncosts</b>		
Wages & Salaries	-	182,171
Bookkeeping	-	8,450
Superannuation	-	16,311
Workers Compensation	-	1,415
Prov for Annual Leave	-	3,144
Prov. Long Service Leave	-	6,763
Staff Development & Training	-	1,235
Staff Advertising	-	125
Staff Amenities	-	86
<b>Office Expenses</b>		
Bank Charges	-	50
Cleaning	-	1,050
Copier Expenses	-	3,099
IT Expenses	-	254
Phone/Fax/Internet	-	4,026
Postage & Courier	-	14
Property Expenses	-	10,500
Stationery	-	494
Publications	-	45
<b>Travelling Expenses</b>		
Staff Travel	-	17,093
Members Training	-	94
	-	256,419
<b>NET PROFIT</b>	-	83

**LOCAL COMMUNITY SERVICES ASSOCIATION**  
66 025 175 245

**DEPARTMENTAL TRADING, PROFIT AND LOSS STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	2014	2013
	\$	\$
<b>COMMUNITYBUILDERS.NSW WEBSITE</b>		
<b>OTHER INCOME</b>		
<b>Grant Income</b>		
FACS - communitybuilders.nsw Website	72,646	20,899
FACS-communitybuilders W-setup	11,220	-
	83,866	20,899
<b>EXPENSES</b>		
<b>Staff Salaries &amp; Oncosts</b>		
Wages & Salaries	65,793	7,400
Superannuation	5,982	666
Workers Compensation	870	74
<b>Program Development &amp; Consultants</b>		
Govt. Web Development	-	13,100
<b>Office Expenses</b>		
Website	11,220	-
	83,865	21,240
<b>NET PROFIT (LOSS)</b>	1	(341)

**LOCAL COMMUNITY SERVICES ASSOCIATION**  
66 025 175 245

**DEPARTMENTAL TRADING, PROFIT AND LOSS STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	2014	2013
	\$	\$
<b>CONFERENCE</b>		
<b>OTHER INCOME</b>		
<b>Grant Income</b>		
FACS - Sector Development Program	-	25,328
Conference Income	106,624	105,853
	106,624	131,181
<b>EXPENSES</b>		
<b>AGM &amp; Conference</b>		
Accommodation/Dinner	89,356	94,270
Consulting Training	1,000	2,992
Prizes	-	300
Set Up	4,669	940
Speakers	10,568	638
Travel	492	1,581
Travel Rural Subsidy	502	799
Volunteer Expenses	-	3,042
VMS Expenses	11,648	13,838
<b>Office Expenses</b>		
Bank Charges	30	-
Postage & Courier	1	-
Stationery	-	1,517
<b>Travelling Expenses</b>		
Staff Travel	106	-
	118,372	119,917
<b>NET PROFIT (LOSS)</b>	<b>(11,748)</b>	<b>11,264</b>



**LOCAL COMMUNITY SERVICES ASSOCIATION**  
66 025 175 245

**DEPARTMENTAL TRADING, PROFIT AND LOSS STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	2014	2013
	\$	\$
<b>MEMBERS</b>		
<b>OTHER INCOME</b>		
Membership	55,184	51,551
Policy Income	3,454	9,728
Publications Sales	631	-
Training	60,413	-
MSO Subscriptions	(37)	8,428
N'Hood Centre Week	527	5,519
Interest Received	19,950	24,955
Other Income	57	-
	140,179	100,181
<b>EXPENSES</b>		
<b>Staff Salaries &amp; Oncosts</b>		
Wages & Salaries	64,739	-
Bookkeeping	7,200	-
Superannuation	6,026	-
Workers Compensation	236	-
Prov for Annual Leave	(231)	-
Prov. Long Service Leave	721	-
Staff Amenities	200	-
<b>AGM &amp; Conference</b>		
Entertainment	-	638
AGM Expenses	714	-
Donations	10,000	-
<b>Program Development &amp; Consultants</b>		
ANHCA	5,451	5,000
Consultants Fees	3,200	11,890
MSO Portal	3,843	28,514
Neighbourhood Centre Week	222	5,369
<b>Office Expenses</b>		
Audit Fee	1,150	-
Bank Charges	-	4
Cleaning	3,570	1,680
Computer Services & Expenses	148	500
Copier Expenses	3,499	-
Equipment Maintenance	637	-
IT Expenses	-	169
Lodgement Fee	77	-
Office Amenities	36	125

**LOCAL COMMUNITY SERVICES ASSOCIATION**  
66 025 175 245

**DEPARTMENTAL TRADING, PROFIT AND LOSS STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Phone/Fax/Internet	4,055	-
Postage & Courier	-	3
Property Expenses	(11,375)	-
Stationery	7	82
Subscriptions	1,079	994
Website	2,905	25,970
Publications	-	7,500
<b>Travelling Expenses</b>		
MC Travel expenses	1,236	2,913
Staff Travel	13,562	-
CP Travel Expenses	-	4,300
	122,907	95,651
<b>NET PROFIT</b>	<b>17,272</b>	<b>4,530</b>



