

# 2013 Annual Report

Jewish Community Services Inc.



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# BOARD OF MANAGEMENT

## OFFICERS

Robert Nachum – Chairman  
Janet Henrie – Treasurer  
Jill Peisach – Secretary

## MEMBERS

Ron Hoenig  
Maurissa Ailion  
Simone Simmons  
Ilana Culshaw  
Margot Bailey

## GENERAL MANAGER

Sue Drenth

## AUDITORS

Simon Fry, Chartered Accountant, Fry Accounting

## OUR VISION

*A vibrant, welcoming community that is  
respectful of the needs of all people*

## CHAIRMAN'S REPORT

As Chairman of Jewish Community Services Inc., I am proud of the significant achievements that have been made during the 2012-2013 financial year. While, like the previous year, external factors continue to make the economy and the environment in which we operate challenging, I believe that we, as an organisation, have risen to the occasion under the careful and highly-skilled stewardship of our General Manager, Sue Drenth.

Your Board undertook a strategic review of operations facilitated by an external, non-aligned advisor. This was an important step for Jewish Community Services as it allowed us to critically assess all parts of our operations, how we engage with the community and, in particular, what we as a Board wishes to achieve over a defined period. The defined period was set out to 2015 when we expect a significant change in our funding model for HACC programmes.

This visioning exercise had never previously been undertaken and provided us a clear direction that we could own and work toward. This was the first step in transforming Jewish Community Services into a proactive, community-based organisation delivering services against identified goals and strategies to achieve and, perhaps more importantly, tools by which to measure our progress.

To be an innovative and evolving community organisation, we need to ensure that we build sustainable options for the future and attract the right people with the right skills to deliver our services and share our vision.

What does this mean in a practical, day-to-day sense? It means we are making visible and transparent changes in the way we operate the business of community service but without changing our dedication to delivering the best possible service to our clients.

Our strategic plan is available for all in the community to view.

This year was a milestone year for Jewish Community Services as we were required to undertake a major three-year appraisal of our entire operational service to meet the requirements of our HACC funding. This was the first time this review was required under the newly Commonwealth-directed programme. As such, the requirements for documentation and compliance had to be completely reviewed and in a number of areas be significantly redeveloped and, all HACC-funded, community-based organisations, irrespective of size, subject to an intensive two-day review by two DOHA officers; a process that included not only our management team but Board members, staff, volunteers and clients. I am not exaggerating in describing this task as monumental and undertaken primarily by our General Manager and two external consultants. We know that in much larger HACC funded organisations that dedicated teams were mobilised for many of the individual tasks.

Our review and documentation process occurred while continuing to seamlessly deliver services to our clients. I am extremely proud to report that Jewish Community Services achieved an Outcome 1 result overall with the standard met in 17 out of the 18 review areas. The last area, continuous improvement, was rated above adequate as the processes to ensure compliance were clearly internally identified and documented. No further extraordinary departmental review was required. The Board wishes to acknowledge the outstanding efforts of Sue Drenth in coordinating and delivering this outstanding result and securing our operational funding through to 2015.

To optimise service delivery under HACC and create a more streamlined operational, management and reporting structure, Jewish Community Services undertook to

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## CHAIRMAN'S REPORT CONT...

# CHAIRMAN'S REPORT

employ a permanent, part-time social worker to become the principal contact point between our community care workers and our clients. This ensures that our General Manager, while remaining fully apprised of all direct, client-related issues, can as directed by the Board, focus on the delivery of services against the strategic plan, implement new programmes, develop new business opportunities, as well as assess new funding options, both as one off programmes as well as longer term public and private arrangements.

Through a grant from the Nat Solomon Homes Trust, Jewish Community Services has installed a locally developed and supported, industry-standard management information system that has greatly increased the efficiency by which we manage our client data and reporting requirements. Both staff and management are able to enter data directly to the system, virtually eliminating the multiple manual handling of information. This not only speeds up the reporting process but significantly decreases the chance of data entry errors occurring. In the current year, we shall be integrating our financial systems to increase reporting effectiveness across all facets of the business.

I'd like to assure our clients, their supporters and the community that these changes are yielding significant benefits to our overall service delivery model.

While the task of running a business has steamed on unabated, many new opportunities have risen above the horizon. While the implementation or delivery has occurred in this current year, much of the planning and development went on with all of the previously mentioned administrative activities. We are proud of our achievements in delivering the highly complex and personally rewarding tribute to Regina Zielinski through our world-class Sobibor exhibition and commemorative event as well as securing and moving to new office facilities in the eastern suburbs. Both these are foundation events that are moving us positively toward our strategic outcomes of creating a hub that is both a cultural and community centre as well as allowing more people to access our expanding range of well-promoted culturally-based services and activities.

At this point, I would like to thank the Feldman Estate whose grant provided the financial backbone of our social work programme in the financial year and we look forward to its continued support of Jewish Community Services and the broader community for many years to come. I would also like to acknowledge the generous support of the Jacob Frankiel Trust of Melbourne which made significant contributions both to the Sobibor Exhibition as well as Jewish Community Services' general client support programmes.

Your Board and Executive have worked much more closely with management this year and this too has assisted in meeting our performance targets. I would like to thank Jill Peisach and Janet Henrie for their assistance on the Executive this year.

A number of your Board members have provided many continuous years of service to Jewish Community Services. I would like to thank Ilana Culshaw and Simone Simmons, in particular, who are stepping down from the Board this year. Both, however, will continue on as volunteers to the organisation. This dedication directly highlights how they support Jewish Community Services' values of Mishpacha, Derech Eretz, Tzedakah and Chesed. We wish them well in all of their personal endeavours. I would also like to thank Janet Henrie who is stepping down as Treasurer and leaving the Board. Janet stepped up as Treasurer at a difficult time for Jewish Community

## CHAIRMAN'S REPORT CONT...

Services and through her work with our General Manager and accounting team over the last few years, leaves a clear and manageable financial structure. We also farewell Ron Hoenig, Beit Shalom's representative to the Board and Margot Bailey, the client representative voice. Both added a broader perspective to our team and we thank them for their contributions.

Even with these changes, I am delighted to advise that there has been strong interest for new members to join our Board both internal and external to the organisation. We have strived to identify individuals that bring specific skills to the table both at an operational and community level. Their advance support and enthusiasm indicates to me that we are meeting our expectations as a Board to the organisation and as such hope that you, as clients, supporters and the community at large feel that we are doing the same.

I closed last year declaring a year of consolidation. This year, I truly believe that those foundations have been well laid and I look forward to a year of opportunity, expansion and cooperation across the entire community and beyond.

**Robert Nachum**  
**Chairman**

## GENERAL MANAGER'S REPORT

# GENERAL MANAGER

This past year has presented both challenges and rewards in equal measure. With the transition of the Home and Community Care program (HACC) from state to Commonwealth and the rollout of the Aged Care Reform agenda it has become clear that small CALD organisations such as Jewish Community Services are facing challenges to their long term sustainability and will need to identify creative solutions to ensure that they are able to deliver cost effective programs and services that are consumer directed and offer active strategies to ensure that clients remain engaged, independent and connected and supported within their community.

With a new Strategic Plan and Board direction focussing on long term sustainability and compliance with the requirements of the Living Longer, Living Better Home Care program for consumer directed care and consumer engagement, Jewish Community Services has implemented a change to the way in which front line service is delivered with the service model reviewed and redeveloped in order to allow for both operational and strategic goals to be met.

Accordingly, with the assistance of a grant from the Aaron Feldman Trust, the staff infrastructure was expanded to include a part-time Social Work position which was designed to manage all front line client contact and ongoing assessments, freeing up the General Manager's position to advance the strategic goals. Whilst this has resulted in a new perception of how Jewish Community Services delivers service, it has confirmed that dedicated social work services/assessment and co-ordination and an interface with the broader community are ongoing needs within the community and that require recurrent funding.

Within our limited resource base, Jewish Community Services has been creative and cost effective in how we have accessed HR, HACC transition support and administrative support services by outsourcing to sectoral specialists, a decision that has given the organisation a huge return on a relatively small investment and will continue to be the way in which we access these services in order to stay current and manage ongoing needs for continuous improvement.

This enhanced infrastructure has meant that Jewish Community Services has been able to make progress with the strategic goals, redevelop business systems, install a client management database (via a grant from the Nat Solomon's Trust), review policies and procedures, more accurately manage the data collection and reporting demands of the HACC program and improve the quality of the program overall. The client management database has also enabled all data to be collected in one repository, eliminate duplication and provide information both for all funded programs and services and the demography of the Jewish Community Services client group which is utilised for informing future directions for program and service planning.

These practical infrastructure improvements assisted Jewish Community Services to achieve an Outcome 1 in the HACC Community Common Care Standards appraisal which was a very pleasing result and positioned the organisation positively for continuous improvement and growth.

Without doubt the highlight of the year was the commemorative exhibition and event for the 70<sup>th</sup> anniversary of the Sobibor Uprising and the celebration of the life of a Sobibor escape survivor, Regina Zielinski, held at the National Wine Centre (NWC) during October 2013. This was a wonderful occasion with huge interest and attendance both from within the Jewish community and the general public for the celebratory event and most particularly the photographic exhibition at the NWC. Following on

## GENERAL MANAGER'S REPORT CONT...

from the success of the exhibition, Jewish Community Services will be seeking other exhibition possibilities for this educational aid in 2014 to support the introduction of Holocaust Studies to the national Year 10 school curriculum.

This event was a showcase for Jewish Community Services as the organisation was able to demonstrate its capacity to both produce an educational and informational exhibition that met a professional standard and also co-ordinate a high quality event. This will be the first of such forays into a more diversified stream of activities for Jewish Community Services as we continue to grow and meet the community's needs.

Jewish Community Services is also now on Facebook which allows us to communicate directly with all persons interested in our activities. The Facebook page will be used to promote Jewish Community Services activities and news, plus provide links to our Newsletters in 2014 and all activities associated with the HACC program. In addition, we will post stories that resonate with the community and that provide a broader and hopefully contextual view of Jewish Community Services' strategy and goals.

Lastly, with Jewish Community Services having come to the end of our lease in Sturt Street, Adelaide, the Board of Management made the decision to seek larger premises and the move to our new home at 227 Payneham Road, Joslin has just taken place. We hope to welcome everyone there as we settle in and will be holding an official opening early in 2014.

I would like to thank the Chairman, Rob Nachum and members of the Jewish Community Services' Board of Management for their support and guidance over this past very demanding year and the staff team for their hard work and commitment to clients. A great deal has been achieved with limited resources and whilst the government funding environment continues to pose challenges for the organisation, exciting opportunities lay ahead and I am confident that Jewish Community Services is well placed to determine its own future.

**Sue Drenth**  
**General Manager**

# CONSUMERS

Clients have as always been our top priority with in-home domestic assistance, personal care and social support to maintain connections with community the most requested services.

Social activities remained popular with the Bagels Lunch Club, movies and Chaverim Exercise group well attended and enjoyed by all.

The highlight of the year was as always the Rosh Hashanah luncheon attended by approximately 70 people. Both Jewish Community Services consumers and members of the community attended and enjoyed a delicious lunch and a joyful start to the new year.

Looking ahead into 2013/14 and taking advantage of our new larger premises, Jewish Community Services will be expanding the range of activities and programs that will support consumers to maintain their social networks, daily living skills and ability to live independently.

With a large garden area and dedicated areas within the office premises for both consumers and volunteers, the new premises offers the opportunity for creative programming and activities.

Also in 2014, Jewish Community Services will be looking to expand our activities into more cultural and community partnerships to support our vision of being a community hub.

## Unity

for the benefit for our clients and future

**Chesed**  
kindness

**Tzedakeh**  
justice & benevolence

**Derek Eretz**  
respect

**Mishpacha**  
family and community





# VOLUNTEERS

As always our wonderful volunteers are the backbone of the organisation in particular for clients of the HACC program.

Our small but energetic group do everything from transporting clients to appointments, medical consultations, visiting friends and relatives in hospital or care, attendance at Bagels Lunch Club, helping out in the kitchen for Bagels / Rosh Hashanah lunches, facilitating the Chaverim Exercise group and helping out in the Jewish Community Services office with a variety of tasks and a hundred other things too numerous to mention but very much needed and appreciated. Not to mention of course the hard-working Jewish Community Services' Board of Management to whom we extend our grateful thanks.

Jewish Community Services is very lucky to have such a committed and energetic group of volunteers who want to give back to their community and involve themselves in supporting others. We want to acknowledge their tremendous efforts and the wonderful and inspirational service and time that our volunteers give so generously.

## MAZEL TOV!

# S U P P O R T E R S

Jewish Community Services has been fortunate this past year to receive funding from two community trusts, the Aaron Feldman Trust (for a part-time Social Work position for 12 months) and the Nat Solomon's Trust (for a client management database).

These grants have provided a much needed improvement to service delivery and have enabled Jewish Community Services to service clients beyond the HACC program who are in need of support services and counselling, and also the accurate recording and reporting of client data both to funding bodies and the Board of Management.

A second group of supporters offered financial assistance to support the recent Sobibor commemorative exhibition and event, chief of whom was the Jakob Frenkiel Estate in Victoria who were the major sponsors of the event. Other minor sponsors were the Nat Solomon's Trust, Brian Baldwin, David Lipschitz, Jacques Vasseur, Roger Sexton, Dimitri Aretzis, Professor Gary Wittert, Andrew Cohen, Graham Wakeling.

Other supporters offering information for the development of the Sobibor exhibition, event dissemination support and event management support were Sydney Holocaust Museum, Melbourne Holocaust Centre, Jewish Board of Deputies (NSW) and Imediat.

Being a small organisation in a small community, Jewish Community Services relies on community financial support. With an ageing community population, the need for services is ever increasing and is not fully met by government funding so community financial support is crucial to longer term sustainability of Jewish Community Services' services. We thank all our sponsors sincerely for their generosity and hope to maintain our partnership with them in the years to come.

## TODAH!

## THANK You!

The total income for Jewish Community Services in 2012-2013 was \$416,465 compared to \$363,920 in 2011 – 2012, representing a 14% increase. Government funding is our main source of income but Jewish Community Services also is dependent on income from various fundraising activities and donations.

The total operating expenses for Jewish Community Services in 2012-2013 were \$432,905 compared to \$353,940 in 2011-2012, representing a 22% increase. As a Human Service organisation the main expenses are Wages and related costs and the operational expenses of the Jewish Community Services Program.

In 2012-2013 Jewish Community Services' own self-generated revenue has been used to subsidise the delivery of the Jewish Community Services program and to support administrative functions. Self-generated funds account for 20% of our total income, marginally down from 23% in the prior year. However self-generated funds have been as much as 37% of our income.

Jewish Community Services had an operating deficit of (\$16,440).

Jewish Community Services service costs are subsidised by the work of our volunteers. We are fortunate to have dedicated volunteers who provide that extra level of support and caring which is vital for our community

I would also like to thank Amanda Linton and her team from Freedom Accounting Support, who has continued to provide high quality financial services to our organisation.

**Janet Henrie**  
Treasurer

	2012	2013
Total Income	\$363,919	\$416,465
Total Expenditure	\$353,943	\$432,906
Operating Profit	\$9,976	(\$16,441)
Total Other Expenses	\$14,838	-
Total Surplus / (Deficit)	(\$4,862)	(\$16,441)
Opening Accumulated Funds	\$75,003	\$70,141
Closing Accumulated Funds	\$70,141	\$53,700

	2012	2013
Total Current Assets	\$87,082	\$106,235
Total Non-Current Assets	\$5,478	\$6,000
<b>TOTAL ASSETS</b>	<b>\$92,560</b>	<b>\$112,235</b>

Total Current Liabilities	\$22,419	\$58,535
Net Assets	\$70,141	\$53,700
Total Accumulated Funds	\$70,141	\$53,700

# AUDITOR'S REPORT



## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JEWISH COMMUNITY SERVICES INC. FOR THE YEAR ENDED 30 JUNE 2013

### Report on the Financial Report

I have audited the accompanying financial report, being a special purpose financial report, of the Jewish Community Services Incorporated, which comprises the Statement of Financial Position as at 30 June 2013, the Statement of Income and Expenditure for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the Report of the Committee.

### The Committee's Responsibility for the Financial Report

The Committee of Jewish Community Services Incorporated is responsible for the preparation and fair presentation of the financial report and has determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the financial reporting requirements of the Associations Incorporation Act (SA) 1985, and are 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 and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

My responsibility is to express an opinion on the financial report based on my audit. I have 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 judgement, 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.

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S.D. Fry CA - Principal

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Fry Accounting Pty Ltd (ACN 164 181 784) ATF Fry Accounting Trust (ABN 53 153 541 799)

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JEWISH COMMUNITY SERVICES INC.  
FOR THE YEAR ENDED 30 JUNE 2013**

**Independence**

In conducting my audit, I have complied with the independence requirements of the Australian professional accounting bodies.

**Auditor's Opinion**

In my opinion, the financial report presents fairly, in all material respects, the financial position of the Jewish Community Services Incorporated as at 30 June 2013 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 (SA) 1985.

**Basis of Accounting and Restriction on Distribution**

Without modifying my opinion, I draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Jewish Community Services Incorporated to meet the requirements of the Associations Incorporation Act (SA) 1985. As a result, the financial report may not be suitable for another purpose.



**S D FRY**  
**Chartered Accountant**

Signed at Adelaide this 1st day of November 2013.

## Jewish Community Services Inc.

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