

Annual Report 2013 - 2014

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1.0 Message from the Chair



The past twelve months have been productive for the Centre for Volunteering and a period of change. Lynne Dalton, our previous CEO left and we welcomed Gemma Rygate to the role in March.

There seems to be a shift by corporates towards corporate social responsibility. More and more companies are including this in their mainstream thinking. Many are more ambitious about using the core skills of their organizations for the public good and are taking steps to encourage volunteering and philanthropy. We have held several events this year with the corporate sector and in particular I would like to thank the

Commonwealth Bank for its continued support. The breakfasts and other events are informative and encourage networking within the sector. Our aim at the Centre is to promote and advocate best practice in volunteering.

I am pleased to report that our balance sheet is strong and NSW government funding has been maintained for the next three years. We are hopeful of a renewal of Commonwealth funding when its review is complete. We continue to work closely with the Office of Communities which supports us in several ways and we thank it for its continued assistance.

Our relationship with Clubs NSW is significant and greatly appreciated. This year this has included sponsorship of a series of radio advertisements promoting the annual awards. The launch event was held in April and was attended by the Minister for Citizenship and Communities, The Honourable Victor Dominello MP, and our Ambassador Ms Paula Duncan AM.

There is a real need to research trends and issues in the volunteering sector to inform decisions on government policy such as the impact of volunteering on health and social outcomes. Research will allow evidence based contributions towards government policies. The Centre is therefore looking at opportunities to provide this research.

Our training centre continues to thrive and we were commended for our work by ASQA (Australian Skills Quality Authority) and re registered as an RTO (Registered Training Organisation) for the next five years. The Centre is particularly involved in the training of volunteers and volunteer managers. This year it commenced the Max Potential program a youth leadership and coaching program in which students are involved in a practical way with their communities.

The referral team continues to receive positive feedback and are currently streamlining the process. A membership committee has been established to develop a more strategic and focused approach to membership.

The Centre was closely involved with the City of Sydney and many other organisations in the Living in Harmony Festival.

Another highlight this year included a visit from a group of Korean students. The Centre was employed by the Department of Foreign Affairs to be the hosting organization for Korean interns. The Centre was responsible for their entire program which included the placing and monitoring of the internships, and, a series of lectures. The program was highly successful and we are very appreciative of the team of volunteers who were involved in this program.



Many thanks to the team of volunteers who work so tirelessly and with total dedication for The Centre. They are extremely loyal and fulfil vital roles. Many thanks also to the staff and particularly to Gemma Rygate who has taken to her new role with much vigour and enthusiasm. Finally many thanks to the Board who are so supportive and involved. Each Board member is involved in an advisory committee and that certainly is greatly appreciated. We are most fortunate to have board members with a range of experience who are committed and dedicated.

Valerie Hoogstad
Chairperson

2.0 Message from the CEO



It is a great pleasure for me to introduce the Centre for Volunteering's Annual Report for 2013-14 as its new Chief Executive Officer.

This Annual Report is a reflection of the achievements under the leadership of former CEO, Lynne Dalton, and I congratulate Lynne and the team for their great work.

The report shows a successful year which saw growth in the School of Volunteer Management, the NSW Volunteer of the Year Awards and Corporate Volunteering as well as the ongoing commitment to our members, especially via our specialist Volunteer Referral Service.

Since joining the Centre in March 2014, my focus has been on getting to know as many of our members and partners as possible to better understand their needs and how the Centre can support them.

The Centre also undertook a detailed review of its strategic plan and, after workshops and discussions with our staff and volunteers, we refined our strategic plan to help us better meet our members' needs and future industry challenges. Following the review, the Centre will modify its internal structure in early 2014-15. This will ensure our strategy and operations are aligned and allow us to deliver more efficient and co-ordinated services to our members, volunteers and customers. The Centre's main priority continues to be our member organisations. Our objective is to better understand members' needs and improve the range of benefits available to members, including our delivery of them. In the year ahead we will also focus more on research and advocacy to better position us to influence and meet the challenges ahead.

These challenges include helping our members prepare for and understand the impact of key changes in public policy at a national level including the:

- Abolition of the ACNC
- Work for the Dole proposal
- Australian Bureau of Statistics' (ABS) decision to amend its seven-yearly General Social Survey due to budget cuts. The survey has been the primary source of national data on volunteering
- Proposal to increase the retirement age to 70
- Tightened government budgets

The Centre is grateful for the financial support provided this year by the NSW Department of Family and Community Services, NSW Department of Education and Communities, the Commonwealth Government and Clubs NSW. Their support is crucial in helping strengthen community resilience and well-being through best-practice volunteering.

I would also like to acknowledge and thank our amazing team of volunteers at the Centre. We are fortunate to have an extremely dedicated and skilled team, many of whom have been volunteering with us for more than a decade. We simply could not do our work without them.

I congratulate the Centre's team for their achievements this year and greatly appreciate the warm welcome and support I have received since joining the organisation. I look forward to working with you in the year ahead.

Gemma Rygate
Chief Executive Officer

3.0 Volunteer Referral Service

The Volunteer Referral Service (VRS) is a unique service offered by The Centre for Volunteering to our Member Organisations. The VRS is a volunteer recruitment and matching service for our 300-plus members.

We help our members recruit suitable volunteers for their organisations, including writing job descriptions, screening and interviewing potential candidates and referring suitable candidates to them as suitable volunteers. In this way we save them time and resources by streamlining their volunteer recruitment and seek to ensure that we refer only volunteers who will meet their needs.

Our Volunteer Referral Teams, many of whom have worked with us for more than 10 years, are dedicated and extremely knowledgeable about volunteering and our members. The Teams' experience means they provide high-quality advice and guidance to potential volunteers that come to our service seeking volunteer work, as well as to our members seeking volunteers.

We continue to receive a large volume of enquiries and expressions of interest from the public.



“The VRS processes more than 600 emails each month as well as over 100 telephone enquiries.”

We work with our School for Volunteer Management and continue to run Bridge to Volunteering workshops each Friday at The Centre. These valuable, free workshops provide information on volunteering to all potential volunteers, particularly to those who are new to volunteering and those who have not undertaken volunteer work in Australia. During the year it was made possible to book on line for these sessions.

Achievements

The success of the VRS depends wholly on our Volunteer Teams and it is therefore critical to ensure they are well trained. To this end, The Centre conducted Refresher Training for all Teams in August 2013 and we continue to multi-skill team members who express an interest in learning other roles in the department.

VRS has worked closely with the Centre's Youth Community Development Officer, Jacinthe Brosseau, on the volunteer recruitment of young people so we can better service their needs. We have also collaborated to assist young asylum seekers referred to us by youth agencies to find volunteer work and help them assimilate into their community.

Once again, Wendy Chin, Membership Services Coordinator, has provided great support to the VRS through her liaison with members and providing us with vital feedback from our Member organisations so we are



better able to respond to their needs. Wendy and I have also visited new members together, to provide them with information on the Centre for Volunteering, with particular emphasis on Membership and the VRS.

In November, I was invited to speak at the Ethnic Community Council as part of their workshop for older members of the community to promote volunteering and the help that the VRS is able to provide them. Attendees were from a wide range of backgrounds, all of whom were keen to become involved in volunteering.

In May, I gave a presentation at our monthly Networking Meeting to our member organisations to ensure that they are fully utilizing the VRS and getting the best out of it in terms of advice and guidance. Part of the service we provide is using our experience to help our member organisations structure their job descriptions to appeal to the volunteer public and we also provide advice regarding media exposure for their roles.

Challenges

The VRS is conscious of the need to streamline our service to meet the needs of both our Member organisations and the public, and ensure our service is easier to use and more accessible, without compromising it in any way.

We are currently facing new trends and challenges with regard to the expectations of both members and volunteers. We want to work more closely with both of these groups to ensure their requirements are met to the best of our ability. There is still a significant amount of work to be done to inform not-for-profit organisations of the changing needs of volunteers and the current trends for short term volunteering including project volunteering, micro or even virtual volunteering. As the peak body we will need to be at the forefront of these volunteering trends.

Once again, it has been my privilege to work with the dedicated volunteers of the Volunteer Referral Service who give their time selflessly to help others.

Avril Samuels

Volunteer Referral Service Coordinator

4.0 Member Services

In the 2013-2014 year, Member Services built on the foundations set the previous year through the Membership engagement plan that focused on:

- Contacting all existing members by phone and/or email to remind them about the benefits and services available to them as members of The Centre.
- Updating our membership records to ensure we had the most relevant contact person.
- Reviewing and refining the membership renewal process to create a simpler process for both members and the staff at The Centre.

This work was supported by a membership sub-committee, which included representatives from The Centre's Board. This committee reviewed current directions of membership including purpose, reporting on the current status of membership and growth sectors of membership. This baseline review will allow the Centre to develop a strategy to improve its membership offering in the future.

Member Services aimed to improve the quality of the services and benefits offered with the aim of maintaining Membership numbers. We achieved this goal and achieved a slight growth in both membership numbers and income (see table below).

Membership Growth			
Financial Year	2012-2013	2013-2014	% Growth
Total Membership	326	344	5.53%
Income	\$61,214	\$65,782	7.46%

Member services experienced a temporary resourcing challenge during the year when the Membership Services Coordinator took on the additional role as Corporate Volunteering Manager for 6 months

I would like to acknowledge the support of a wonderful team of volunteers, Brendan Lynch (Director), Christine Bassiri and international student interns, Claire Ross and Qi Fang, and the volunteer Ambassadors, Kimleang Chan, Brian Elliot, Kerry Gilbert, Lewis Klipin, Margaret Love, Henry Mendelson and Brian White for their time, effort and support of Member Services.



Back: Gemma Rygate, Helen Rogers, Wendy Chin
Front: Lillian Adnan, Sarah Breavington, Peter Valpiani, Nathan Barker

Wendy Chin, Membership Services Coordinator

5.0 Corporate Volunteering

The Corporate Volunteering Program grew during the 2013-14 year, and continued to build awareness of volunteering opportunities in the community and coaching our corporate clients on best-practice volunteering.

During the year we worked with 22 organisations to engage them in volunteering. We also placed 621 corporate volunteers at 62 events and clocked up a total of 2960.5 corporate volunteer hours for 2013. The Volunteering roles filled were predominately unskilled ones and we are gradually increasing opportunities to offer our members and corporate clients in the skilled area.

We increased our educational promotion of corporate volunteering programs and initiatives with our Corporate Knowledge Network Breakfasts. National Bank of Australia held the first Breakfast in September 2013, followed by Hewlett Packard in February 2014. We celebrated National Volunteer Week in May with the Commonwealth Bank and the Department of Education and Communities. The breakfasts allow organisations to discuss their Corporate Volunteering programs and ideas in a relaxed atmosphere with like-minded leaders.

In 2013 - 2014, we tripled our engagement and placement hours of corporate volunteers. We were pleased to place corporate volunteering teams from:

Corporate Volunteering Teams assisted in 2013-14		
Aldi	JB Were	Challenger
Commonwealth Bank of Australia	Westpac	Zurich
MLC	St George	Optiver
PIMCO	Real Insurance	Woolworths
Kimberley Clarke	Mirvac	TravelCube Pty Ltd
Wise Education	Roche	Macquarie University
State Water	BankWest	VIACOM
Aztec	Bupa	TelcoinaBox
IKEA	MLC	

The Centre offers 34 volunteering opportunities for corporate clients. These include aged care, food services, refugee awareness, sporting events, makeovers, social welfare gardening, in-house drives and environmental volunteering opportunities.

Our team is working hard to help our not-for-profit members to promote their Corporate Volunteering opportunities, including advice on program ideas and opportunities to engage organisations with Corporate Social Responsibility programs.

The Centre would like to thank all the organisations that used our services this year and for their contribution to the community through these programs. We would also like to say a big thank you to our not-for-profit members who help make these programs happen.

MTV team assisting with makeover and cleanup of Ted Noffs Youth Facility for Adolescent Life Management, South-Eastern Sydney

"When we arrived at the Youth Facility last Friday it was fair to say we didn't really know what to expect. We knew for sure we'd be painting and cleaning in some capacity but the experience we walked away with was more rewarding than we could have ever imagined.

After painting the hallway and watching our director scrub dirty toilets (definitely a highlight!) we were treated to an awesome BBQ lunch and a chance to chat to and play ball with some pretty amazing people.

Ellie with that incredible voice of hers and Dylan's great sense of humour made us realise that beneath all the trauma and struggles these teens have endured, there's a beautiful soul surviving and conquering hurdles most adults wouldn't even attempt.

A big thank you for showing us a different side to addiction. Can't wait to have you over at our place!"
(MTV employee, May 2014)



Volunteers from Coca Cola take part in a special Easter event, the "Our Hot Cross Buns Morning Tea Party" at the Anglican Retirement Village, North-Western Sydney

Yvette Caroly, Member Services Coordinator (30 June 2014)



6.0 Youth and Student Volunteering

As the Peak Body for Volunteering in NSW, promoting and supporting volunteering and community participation, The Centre for Volunteering looks to create vibrant and cohesive communities through the development and support of youth and student volunteer engagement initiatives.

In 2013-2014 The Centre for Volunteering received daily enquiries and requests for support from a range of people and organisations about youth and student volunteering. These included youth, students, parents, schools, not-for-profit organisations, volunteer centres youth support services and many more.

In 2013-2014, with very limited resources, The Centre provided the following:

- Ongoing support and advancement of youth and student volunteering initiatives and programs in NSW
- Ongoing development, management and delivery of The Centre's Introduction to Volunteering Program in educational facilities
- Ongoing advocacy, education, networking and training of NFP organisations to support and enhance their capacity, willingness and ability to engage young people and students as volunteers
- Ongoing identification and advancement of meaningful youth and student volunteering opportunities in the NFP sector in NSW
- Ongoing dissemination of research and best practice in youth and student volunteering.

The Centre believes in the powers of collaborative efforts to properly support and promote youth and student volunteering. With so little funding available in the volunteering sector, collaboration is the key to success. As one of our university stakeholders said:

"I really like the ambience at The Centre, there is something about it that demonstrates a real invitation to collaboration and networking towards the social causes the various organisations represent."

The Centre continues to promote the work of the Commission for Children and Young People to ensure NFP organisations are provided with quality training in the area of risk assessment and management pertaining to involving young people as volunteers.

The Centre works closely with many NFP organisations, through phone calls, meetings, networking sessions, forums, conferences and the Intro to Volunteering program to promote and support 'youth-friendliness' in volunteering.



Speed Networking Event –UTS Shopfront



Youth Team 2013

Student volunteering

The Centre's ability to link students with volunteer information and opportunities enables them to access the many benefits that successful volunteering can provide including:

- meeting new people and developing both their professional and personal networks of contacts
- developing and using existing skills and interests for personal and community benefit
- exploring potentially rewarding career opportunities in the NFP sector
- gaining useful workplace experience, learning responsibility
- increased community awareness and development of a sense of social belonging
- increased commitment to helping others and the community
- increased engagement with formal learning
- increased self-confidence as they transition out of educational facilities to the workforce.

The Centre supported schools' student volunteering initiatives through the provision of information sessions about volunteering (including volunteering ethos, definition, general opportunities, benefits, rights and responsibilities), part of its Intro to Volunteering program. These sessions are key in developing students' awareness and understanding of what volunteering is all about, as well as providing context for the student's community involvement activity, be it volunteering, a community service placement, or an internship.

The Centre supports programs such as the Duke of Edinburgh Awards and International Baccalaureate Program with students often calling The Centre's Volunteer Referral Service (VRS) to find volunteer work, an important component of these programs.

In August 2013 The Centre for Volunteering worked with the University of Technology Sydney (UTS) to pilot an innovative volunteer speed networking event during the inaugural National Student Volunteer Week (an initiative of Volunteering Queensland).

The idea of running a volunteer recruitment event based on speed dating is a fun, exciting and innovative way of promoting the range of volunteering opportunities to the students. It's also a great way of introducing new volunteers to not-for-profit organisations. Feedback from all parties was overwhelmingly positive. Organisations saw it as a 'fun and fresh' way to engage with young people and other NFP organisations present. Students enjoyed getting to know all the organisations and causes and appreciated the fun and engaging setting.



Living in Harmony- Speed Matching Event



Living in Harmony- Speed Matching Event

Claire Pettigrew from UTS Shopfront, who took the lead at UTS for this event, thanked The Centre for helping pilot the volunteer speed networking during NSVW 2013.

The successful volunteer speed networking event model has since been promoted and adopted by other universities and community groups. The Centre itself used the model during the 2014 Living in Harmony Festival, run by the City of Sydney. The Centre has provided support for subsequent events in the form of advice, guidance, templates and contacts.

"I'm so glad we had the good fortune to work together last year on this event and set up something so positive! Yay for collaboration!"

Claire Pettigrew

Sector networking and training

As part of its program of monthly networking events for NFP organisations and other stakeholders, The Centre ran two events where the topics of youth and student volunteering were presented and discussed. The events, 'Student volunteering – How do we ensure a win-win situation?' and 'Youth Volunteering – A Window into Generation Y', were well attended and received positive feedback.

Youth Volunteer Referral Service (Youth VRS)

In 2013-2014 The Centre continued to develop the capacity of its Volunteer Referral Service (VRS) to ensure young people, especially those under 18 years old, can access its volunteer matching services. The Youth VRS offers after-school interview timeslots when students are invited to call in and have a chat about volunteering and opportunities. The feedback from young people and their parents has been incredibly positive. To keep the Youth VRS relevant to young people, The Centre continued to map out 'youth-friendly' volunteering opportunities, especially in the Sydney Metropolitan area.

Youth volunteering at The Centre

With the help of some wonderful youth volunteers The Centre continued to produce some fun, creative and youth-focused print materials promoting volunteering. These were used at events and offered to members of our network to promote and support youth volunteering. **A big thank you to Hoganprint who printed these resources for The Centre on a pro-bono basis.**



In 2013-2014 The Centre actively engaged 15 young volunteers and student interns to assist with various aspects of its operations, including marketing and communications, social media, research, events, and office administration. Most importantly, these young people provided a youth perspective on volunteering and contributed their skills, talents, passion and energy to furthering the mission of The Centre for Volunteering.

As part of Youth Week celebrations, The Centre for Volunteering's Youth Volunteering team won the City of Sydney Betty Makin Youth Group Award for Contribution to Community.

Jacinthe Brosseau, Youth Volunteering & Community Development



7.0 School of Volunteer Management (SVM)

The School of Volunteer Management is a nationally-accredited Registered Training Organisation (RTO). Each year we are proud to deliver high quality training - both accredited and non-accredited training - to individuals and organisations across Australia.

In 2013-14, 1,050 people were involved in training or attended workshops delivered by the School of Volunteer Management. Training activities continued to diversify and increase from the previous year, and our key activities included:

- *Professional Development Workshops:*
18 workshops delivered to 200 participants
- *Registered Training Courses:* 173 students (excluding Max Potential participant, see below) enrolled in the Diplomas of Business and Management, CAVI, CAVII, CAVIII and Certificate IV in Volunteer Program Coordination, an increase of 124% on the previous year. 80% of participants successfully completed registered training during 2013-14.
- *Max potential-Certificate I in Active Volunteering dual program:*
307 participants from 18 programs across NSW undertook the qualification as part of the Max Potential program.
- *Bridge to Volunteering (Scheduled):* 324 participants attending the Friday morning sessions throughout the year.
- *Bridge to Volunteering (Requested by Organisations):* 3 sessions delivered to a total 46 participants.

SVM services

Over the past year, the SVM continued to offer its Registered Training courses:

- Certificate IV in Volunteer Program Coordination CHC42712
- Certificate I in Active Volunteering CHC10112
- Certificate II in Active Volunteering CHC20212
- Certificate III in Active Volunteering CHC30612
- Diplomas of Business BSB50207, Management BSB51107
- Diploma of Community Services Coordination CHC52212

These courses offer a suite of community sector training and offer a valid pathway for students. The secure trainer and student section of the SVM's revised website is up and running and an increased range of resources continue to be added to the site.

The Certificate IV in Volunteer Program Coordination continues to be our most popular training qualification. There were 40 additional enrolments in this course over the past year, with funded programs in partnership with DEC and the Office of Communities in various sites throughout NSW from July-Dec 2013. A total of 45 participants undertook the program with a high completion rate of 83%.



A program with Bupa is piloting the Certificate IV as a best practice program for their Leisure and Lifestyle staff across NSW and interstate.

Recognition of Prior Learning (RPL) models developed by The Centre are being offered as part of the SVM's flexible course offerings. RPL allows individuals to have their existing skills and knowledge recognised towards a qualification, allowing greater access to nationally recognised qualifications. The SVM continues to champion RPL.

RTO status approved for another 5 years

The School for Volunteer Management has had its RTO status renewed for another five years, following a successful audit by the Australian Skills Quality Authority (ASQA). ASQA is the new regulatory body for all Registered Training organisations nationally. The Centre is very proud of this achievement.

SVM also represented the sector on the Subject Matter Expert Group and Industry Reference Group established to review and streamline volunteer qualifications. The review was initiated by the national training body - the Community Services and Health Industry Skills Council (CSHISC) – and the results confirmed the importance of the Active Volunteering certificates in the updated Training Package. The SVM has also established a Peer Review Network Group which it hopes to further with scheduled activities in latter 2014-2015.

Quality Indicator reporting

The SVM submitted its Quality Indicator report in June as part of its compliance and continuous improvement measures. Key satisfaction scores to note are:

- ✓ **80%** - Overall learner satisfaction
- ✓ **82%** - overall employer satisfaction
- ✓ Improvements in all areas

Respondents identified the key following areas for improvement:

- online learning materials, including chat rooms
- Direct contact with other students. ie, via blackboard learning/interaction

SVM trainers and volunteers

The School is represented and supported by its expert pool of training partners: Penny York, Jenny Kapp, Ray and Elizda Bredenkamp, Kathryn Leaney, Tulsi Levin de Graaff, Sonya Hilberts, Narayan van de Graaff and Dale Rees-Bevan from SpeakersBank Australia. Sector experts Jemma Toohey and Lisa Pierce joined the SVM in delivery and facilitation of the Cert IV 'roadshow' late last year. They worked as an effective team covering and mentoring the students in Albury and Bathurst. Thank you to all.

The Centre also thanks volunteer Paul Davis, for contributing his research skills to the School's capacity-building. We also thank the dedicated volunteers who present Bridge to Volunteering course, including Helen McInnes, Lorna Paviour, Benu Mishra, Kathy Whitehead, and Dianne Denny. Helen McInnes decided to 'retire' in June this year after more than seven years' service and we had a special presentation to acknowledge her contribution to the school and wish her well for the future.



Bridge presenter, Helen McInnes' last day

NSW Department of Education and Communities funds training opportunities

In June 2013, the School, in consultation with the Office of Communities and State-wide Volunteer Resource Centres, was offered 45 places under the Strategic Skills Program for the Certificate IV in Volunteer Program Coordination. Face-to-face training was held in Albury, Bathurst, Newcastle, Lismore and Sydney, led by industry experts. This program was completed in December 2013 and met an industry need across the sector.

Training for Volunteer Managers and Supervisors

In June 2014, in consultation with the Office of Communities, a further 60 places were granted in four key units from the Certificate IV program, offering a Statement of Attainment. Training began in July 2014 and results are due by the end of October. The training was offered to existing managers and supervisors of volunteers at two sites - Lakemba and Blacktown – to enhance their knowledge and skills. This was supported by Deb Helmrich from STARS and Cecily Michaels from Tri Community Exchange.

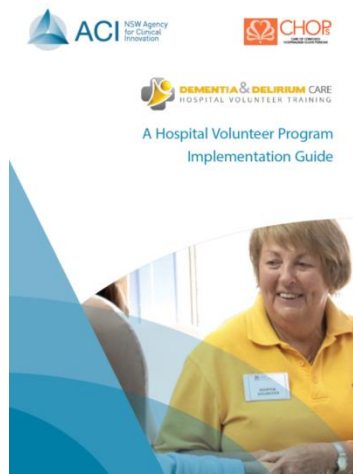
Odyssey House



A small group of nine participants was established for Odyssey House in south-western Sydney, having attained funding for the Certificate II in Active Volunteering in 2013. The second, funded program began in April and is due to finish in late October 2014.

Resource Development

The SVM worked with NSW Health, Southern NSW, in April 2014 to develop resources for their Dementia and Delirium Care Hospital Volunteer training. The completed package included an implementation guide, a facilitator training manual and the material is supported by a DVD training resource. The resources are due for release towards the end of the 2014 calendar year.



A preview of the Hospital Volunteer Program Implementation Guide (left) and DVD

Training Partnership with Max Potential

In March 2014, the partnership with Max Potential program and the Certificate I in Active Volunteering was underway. Max Potential is an initiative of ClubsNSW and the Future Achievement Australia Foundation. It is an extremely unique 22 week leadership development program where they match emerging young leaders (aged 16-25) with community coaches. Over this period these young adults develop personal goals which they set out to achieve. Participants are coached in leadership principles and everyone who completes Max Potential achieves different outcomes.

Max Potential participants gain a qualification that provides a pathway to other vocational qualifications and improves their employability. The training, customised specifically for Max Potential, in partnership with The Centre for Volunteering, builds on the general skills required by volunteers to effectively undertake community service work using basic practical skills required for the job. The qualification is designed to recognise the new or updated current skills of Max Potential participants, allowing them gain a qualification that provides a pathway to other vocational qualifications.

A pilot program was held for a handful of participants in late 2013. Eighteen clubs from across NSW participated in the program, culminating in the young adults' showcasing their work at each club. This year successful participants not only received their Max Potential certificate, but also their nationally-registered Certificate I qualification.



Giving the Max Potential program a big thumbs-up. State Member for Parramatta Dr Geoff Lee MP (centre) with some Parramatta Max Potential participants and a Community Coach from the University of Western Sydney.



Active Volunteering programs

The Certificate I in Active Volunteering (CAVI) model was once again successfully used for a culturally and linguistically diverse group with Environment Victoria. To cater for the group's varying levels of English literacy, the School changed the training to an interview process. For the fourth year, 36 participants were volunteering with Environment Victoria's Home Planet Program and completed two units from the CAVI with the SVM, supported by AMES. Another training workshop for the inaugural Corps of Guardians for the ANZAC Memorial was held in mid-September 2013. This training offers a Statement of Attainment form the nationally-registered Certificate II in Active Volunteering. Customisation is also underway of the Cert III in Active Volunteering for UWS Academy students. Development of a Certificate II model is being scoped for lifestyle staff of Bupa Care Services to offer to its volunteers.

Developments in the CAVI, CAVII

In June 2012, the SVM has applied to have the Certificate I and II in Active Volunteering added to the Board of Studies as an option for higher school students. This was added and was available as an option in 2014. This allowed students to enter qualifications that they secure from organisations such as the School of Volunteer Management. The SVM has been promoting this option to Careers Advisors and individual high schools.

Mark Tippett, Manager, School of Volunteer Management

8.0 Volunteer of the Year Awards

2013-2014 NSW Volunteer of the Year Award Program

The 2013 NSW Volunteer of the Year Award marked the seventh year of this successful program. Nominations opened during National Volunteer Week in May 2013 and culminated in the State Award Ceremony on 5 December 2013 - International Volunteer Day. The Centre for Volunteering developed the annual award to recognise the valuable contribution to communities throughout NSW made by more than 2 million volunteers every year.

The 2013 Award program was hugely successful, and we received more than 250 individual and team nominations from across the 19 regions of NSW.

ClubsNSW continued as a key sponsor for the NSW Volunteer of the Year Award program, and their support and commitment is much appreciated. Thanks also to the NSW Department of Education and Communities for their leadership and commitment to volunteering, as well as their ongoing financial support of the awards.

The Centre's 2013 NSW Volunteer of the Year Award marketing included:

- Social Media: *Facebook, Twitter, YouTube and Instagram*
- Media releases announcing Award launch, Nomination dates and ceremony details for regional and state ceremonies
- Letters to all MPs and Mayors requesting support for local community groups and media releases
- Letters, emails, posters and postcards to groups and individuals
- Community Service Announcements delivered to over 120 radio and TV stations
- Print media mentions, articles, radio interviews
- NFP e-newsletters and websites
- Volunteer Centre Network (VCN) support.

2013 NSW Volunteer of the Year Awards Ambassador



The 2013 NSW Volunteer of the Year Awards was pleased to be supported by our Ambassador **Paula Duncan AM** (pictured). We thank Paula for her time and effort in promoting the Awards and being part of our program.

Paula began working with The Centre for Volunteering in mid-2013 to help attract support for the NSW Volunteer of the Year Awards and to help raise the profile of volunteering throughout NSW. Paula Duncan has worked extensively on stage, film and television, and has been a household name throughout Australia for over half of her life.

Regional award ceremonies

The Centre for Volunteering hosted 16 Regional Award ceremonies across NSW with the support of the Volunteer Referral Centres across NSW. The ceremonies were a wonderful success and a great opportunity to reach out to volunteers in regional NSW.



2013 NSW Volunteer of the Year Awards Sydney City East Ceremony



2013 NSW Volunteer of the Year Awards Sydney City East Ceremony

State Ceremony 5 December 2013, Kirribilli Club, Lavender Bay, Sydney

The 2013 NSW Volunteer of the Year Awards program culminated in the State Award ceremony which was a fabulous gala lunch for 250 guests. The ceremony was hosted by the hugely popular and entertaining media personality, Adam Spencer.

Regional individual, youth and senior volunteer winners and as well as regional volunteer team winners, gathered from across New South Wales for the announcement of the **2013 NSW Volunteer of the Year** winners. The NSW Volunteer of the Year Award was presented by the NSW Minister for Citizenship and Communities, the Honourable Victor Dominello MP, our Awards patron.



**2013 NSW Volunteer of the Year –
Mr Kenneth Bolt of Northern Rivers Region and the Hon. Victor Dominello**

The following 2013 NSW Volunteer of the Year Award winners were announced at the Award Ceremony.

2013 NSW Senior Volunteer of the Year	Dr Ralph Howard	Sydney's North Region
2013 Highly Commended NSW Senior Volunteer of the Year Award	Basil Turner	Illawarra Region
2013 NSW Youth Volunteer of the Year	Trent Thomas	Sydney City/East Region
2013 Highly Commended NSW Youth Volunteer of the Year Award	Alexa Pelkowitz	South Coast/Southern Inland region
	Andrew Horne	Illawarra Region
2013 NSW Volunteer Team of the Year	Cootamundra Creative Arts and Cultural Centre Committee	Riverina Region
2013 Highly Commended NSW Volunteer of the Year Awards	Macarthur Zone Raft Brigade	Sydney South West/ Macarthur region
2013 NSW Corporate Volunteer of the Year	Dominic Lynch	Lend Lease
2013 Highly Commended - NSW Corporate Volunteer of the Year	Ken Bellette	
2013 NSW Corporate Team of the Year Award	Emerge Volunteer Mentor Team	ANZ
2013 NSW Excellence in NFP Volunteer Management	Taronga Conservation Society Australia	Taronga Zoo



It was a truly wonderful event that honoured the commitment and dedication of these wonderful volunteers. Entertainment at the ceremony included a performance by the Special Olympics Dance Troupe.

The 2014 Volunteer of the Year Awards Launch & Morning Tea

Monday 12 May | Governor Macquarie Tower Sydney

The **Hon. Victor Dominello**, Minister for Citizenship and Communities, Aboriginal Affairs, and Youth, Member for Ryde launched the 2014 NSW Volunteer of the Year Awards program on Monday 12 at the commencement of National Volunteer Week 2014. The launch was also attended by the Awards Ambassador Ms Paula Duncan AM and sponsors Clubs NSW and the Office of Communities.

Rachel Rainbird, Manager: Volunteer of the Year Awards program



9.0 Research and Policy

The Research and Policy area undertook the following activities in 2013-14:

In partnership The Centre and University of Western Sydney (UWS) continued developing a program which encourages community participation in volunteering. The project is aimed at UWS students and alumni with the intention to extend it to secondary school students and the broader community. Participation will be encouraged through a number of strategies including offering a pathway to university through a formal volunteer undertaking by high school students who seek entry into courses conducted by UWS and to existing UWS undergraduates.

ACNC and Social Impact Reporting Research Project

A national investigation by The Centre into the impact of national Work, Health & Safety legislation and the potential impact from the introduction of an Australian Charities & Not-for-Profits Commission (ACNC) which commenced in 2012 was modified following the Australian Government announcement that the ACNC was being abolished.

This project was refocused to investigate the issues around social impact measurement and reporting that accurately identifies NFPs social impact as a measure of its resource allocation.

This investigation lead to a joint UTS and The Centre for Volunteering project to trial a new, locally-grown, community-wide measurement of the beneficial impact of organisations within society. Known as the 'Ripple Model' of social impact it demonstrates correlation, with a high degree of statistical confidence, between activity and results. Social impact is qualitative, long term and multi layered. The Ripple Model measures individual and organisational activity to demonstrate the broader social impact that an organisation has on its members and on the wider community in which it is embedded. This measure captures some of the spill-over effects of what is essentially an organisation's mission. Organisations generate a much broader sense of social connectedness and civic mindedness. They also generate significant increases in human capital, for example the skills for working in a team and leadership skills. It was intended that the trial will also initiate development of a scorecard tool to measure organisational performance. The Scorecard will allow organisations to identify areas for improvement to maximise community benefit from their social engagement.

Follow up to the NSW Research Round Table held during the Ignite Volunteering Conference June 2013 occurred at the National Volunteering Conference in September and another in April 2014. The focus of these round tables was establishing research collaboration between the not-for-profit (NFP) sector, government, corporate enterprises and academia. Academics from Macquarie University, University of South Australia, University of Sydney, University of Technology Sydney, Newcastle University and University of Western Sydney were in attendance.



External Engagement

The Centre collaborated with other national peak volunteering bodies and VA via a monthly online forum to enhance research capability and advocacy for volunteer issues on a national level.

Presentations and discussions regarding various aspects of volunteering were held with government, Not-for-Profit and Corporate organisations including:-

- Asylum Seekers Centre
- Bridges Incorporated
- City of Sydney
- Chinese Australia Services Society
- Commonwealth Bank
- Community Sector Banking
- Insurance Council of Australia
- NSW AMES
- National Australia Trustees Ltd
- NCOSS
- NSW Community Relations Commission
- Newcastle University
- Randwick Council
- University of NSW
- University of Western Sydney
- University of Sydney
- University of Wollongong
- Western Sydney Community Forum
- Westpac

Tony Frew, General Manager Research, Development and Policy.

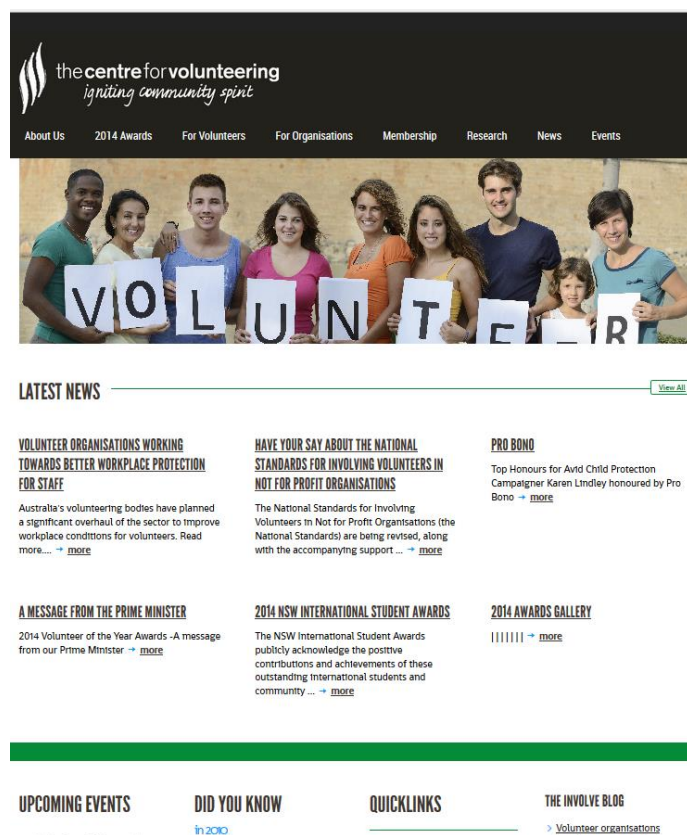
10.0 Marketing and Communications

The NSW Volunteer of the Year Awards is the Centre's key communications campaign to highlight the work of volunteers, our members and the Centre (see section 8.0 of this report).

The Centre's work, and that of our members and their volunteers, is supported and shared by a range of planned communication activities and tools including campaigns, media, social media, online, e-newsletters and events.

Website Launch

The Centre for Volunteering launched its new website on Monday 12 May to coincide with the beginning of National Volunteer Week 2014. The new website consolidates our previous websites into a main, central website so that information on our services is more streamlined and easily accessible for our members. The new website was developed by volunteer Fiona Campbell and the Centre would like to say a big thank you to Fiona for her great work. The new website replaces our previous ones and is found at www.volunteering.com.au



Social Media

- **Channels**

After a year of trialling a range of social media channels to determine the most appropriate ones for our members, the Centre has consolidated our presence to focus on Facebook, twitter, youtube and linked in. We will continue to maintain a separate Facebook page for our youth volunteering to keep its content and tone tailored to that particular audience.

As a result of the social media review, the Centre is no longer active on the following platforms: Google+, Pinterest and Tumblr, which were less engaging and relevant for our members.

Now that our channels have been consolidated, the focus of next financial year will be to update our social media strategy to maximise the use and effective measurement of these channels.

- **Results**

The Centre is pleased to report an increase in social media activity as a result of our proactive use of these channels to engage, inform and respond to our audience.

1. **Twitter** https://www.twitter.com/volunteers_nsw



Twitter continues to be a very relevant channel for the Centre and our followers. Over the past financial year, our twitter followers increased by 52% to 1589 followers– up from 1041 followers in July 2013.

2. **Facebook** www.facebook.com/thecentreforvolunteering



Facebook pages were consolidated, so total “likes” reflect the integration of likes from the Awards Facebook page and the SVM and the Volunteering NSW Facebook page.

There was more than a 100% increase in ‘likes’ across the newly integrated Facebook pages

Number of likes:
July 2013 = 520
July 2014 = 1122

3. Youth Facebook <https://www.facebook.com/YouthVolunteeringNSW>

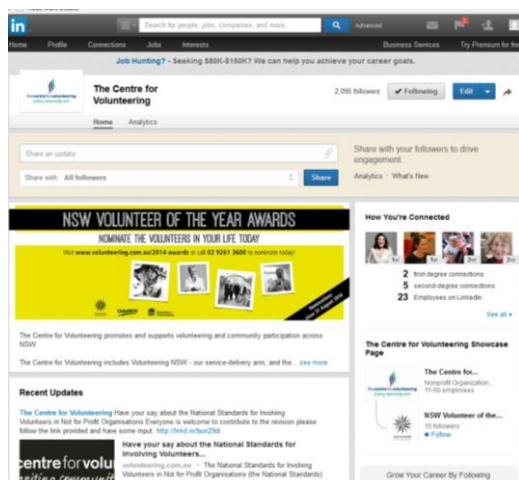


Our Youth Facebook Page continued to grow with 64% increase in likes over the financial year.

Number of likes:

July 2013 = 143
July 2014 = 483

4. LinkedIn Company Page <https://www.linkedin.com/company/the-centre-for-volunteering>



LinkedIn is the Centre's fastest growing channel with the highest growth of followers.

Number of followers:
July 2013 = 747
July 2014 = 1843

An increase of 147%!

Mini Campaign - SelflessSelfie



A 14-week social media campaign was created to reach out to the public around the 2014 NSW Volunteer of the Year Awards. The SelflessSelfie was about capturing images of volunteers engaging in volunteer work in their community and sharing them across social channels. Each fortnight, a SelflessSelfie winner received a \$100 gift voucher or an equivalent donation to the charity of their choice. The final winner was selected via the number of Facebook likes in a gallery. Congratulations to Steve, who volunteers as a community medic in Sydney's West, who as the overall winner.

E-Newsletters

- **The Skilled Volunteering Weekly Alert** (formerly Fido)

The Skilled Volunteering Weekly Alert, our electronic newsletter, continues to be distributed each Monday, highlighting the skilled volunteering jobs available at our member organisations. This alert was previously called Fido and was renamed this year to better reflect the service it provides.

Subscribers to the Skilled Volunteering Weekly Alert rose from 2100 in June 2013 to 2168 in June 2014.

- **The Voice of Volunteering**

This newsletter continues to be emailed to our list of more than 4000 subscribers each month to keep them abreast of the Centre's activities and industry developments and matters. This year the School of Volunteer Management e-News bulletin was rolled into the Voice of Volunteering newsletter as part of our consolidation of communications.

Networking Events

The Centre was pleased to host 266 members and supporters at nine events. Each networking event features a speaker on topic relevant to the volunteering sector and provides excellent opportunities for networking and information sharing among members. These events are free to our members.

Event Name	July 2013 - June 2014
July: Create a culture that volunteers will flock to and staff will thrive in!	34
August: Student volunteering "How to ensure a win-win situation?"	33
September: How to get a Corporate Partner - A Toolkit	25
November: Be Smart, Upskill. How your organisation can be more competitive	28
February: 'In Safe Hands'	28
March: What makes a successful partnership?	33
April: Youth Volunteering: A Window into Generation Y	20
May: Recruitment and Interviewing	26
June: Sponsorship vs Partnership: What's the difference?	39
Total Attendees	266



Thank you to all our wonderful volunteers who helped our communications team throughout the year including Barbara Keffel, Anne Powell, Jodie Heterick and Nicolas Novie.

Also thanks to our members who engage with us on social media, and for your feedback on our communication activities and networking events throughout the year.

Reem Abdelaty, Online Writer and Producer, and the communications/events team

11.0 Volunteers

Thank You

Robin Arbib	Barbara Keffel	Jan Pickering
Christine Bassiri	Onyu Kim	Denis Porter
Shepherd Bettina	Margaret Labruyere	Anne Power
Annette Buttigieg	Carol Lawler	Ganesh Rao
Fiona Campbell	Rhonda Lee Quan	Susan Reid
Ruby Chandraray	Kelera Levu	Jenna Rogers-Falk
Lucille Coombes	Kaye Llewellyn	Else Roland- Lai
Joan Curtis	Connie Lovell	Claire Ross
Suzan Cutler	Sue Marsden	Carol Russell
Paul Davis	Helen McInnes	Bhavna Saxena
Dianne Denny	Lauren McQueen	Judy Schneider
Mai Douglas	Maria Medersen	Samantha Serhan
Anne Duffy	Sue Miller	Muhammad Sabir Siddiqi
Qi Fang	Benu Mishra	Laura Strano
Caroline Fernandez	Candida Misquitta	Pholy Tan
John Forrest	Patricia Moody	Sangwon Tassanee
Denise Francis	Graham Morgan	Karen Taylor
Sidone-Morea Garland	Bess Morrison	Matthew Thompson
D'Costa Glen	Fiona Murray	Andrea Turner
Jenny Gray	Molly Neal	Jithu Vijayan
Lesley Green	Judith Nicklin	Lynne Wayling
Sihan Guo	Zareen Nisha	Kathy Whitehead
Norman Hams	Nicholas Novi	Niki Whitford
Jodie Henrick	Mary O'Donoghue	Betsy Williams
Peter Hoadley	Heather Pang	Vivien Wolff
Judy Houlton	Anu Paul	Claire Ross
Bill Jarvis	Lorna Paviour	Kimleang Chan
Sally Jordan	Kirralee Phillips	Brian Elliot
Qi Fang	Kerry Gilbert	Lewis Klipin
Margaret Love	Henry Mendelson	Brian White



12.0 Partners and Supporters

Major Funders

Department of Social Services

Department of the Prime Minister and Cabinet

NSW Department of Family and Community Services,

NSW Department of Education and Communities,



Australian Government
Department of Social Services



Australian Government
Department of the Prime Minister and Cabinet



Family &
Community Services



Education &
Communities

Financial Sponsors/Program Supporters

ClubsNSW

Office of Communities, NSW Government

City of Sydney

Commonwealth Bank of Australia

Department of Foreign Affairs and Trade

Office of the Children's Guardian



Office of
Communities



CAN



Partnerships

Chinese Australian Services Society Ltd (CASS)

City of Sydney

ClubsNSW

Kirribilli Club

Project Management Institute

University of Western Sydney

Western Sydney Community Forum

Future Achievement Australia Foundation

Tri Community Exchange

Stars



Pro-Bono and Other In-Kind Support

Lillian Adnan, Life Education Loki Ball, Australian Human Rights Commission Kerri Barber, State Emergency Services Nathan Barker, Commonwealth Bank Alan Bates Michael Beilby Trish Boyd, Key Stone Terry Brigden, Lander and Rogers Michael Buggy, Ankali Volunteer Project Shannon Carruth, ING Direct Dr John Casey, City University of New York Julia Checchia Joe Cheika Jo Coombe, Ted Noffs Foundations Fiona Corner, Assistance Dogs Australia Dr Ken Cruickshank, University of Sydney CPA KIDZ band (Chinese Parents Association Children with Disabilities) Dr Bronwen Dalton, University of Technology Sydney Sarah Davidson, COTA Dianne Denny David Filipetto, CBA Tony Gatt, Foodbank Dr Jenny Green, UTS Erica Greig, Department of Veterans' Affairs Dr Debbie Haski-Leventhal, MGSM Les Hems, UNSW Meghan Hermann Cancer Council Assmaah Helal, Football United Hoganprint, Artarmon Peter Horsley Cerebral Palsy Alliance Marie Kelliher, Macquarie University Lynda Kings ARV Lana Kofman, Jewish Care Carol Lawler Brendan Lynch, exSport Chris Medlicott Michael Mannington, Volunteer Photography	Leanne Martin, ARV Kaye McCulloch, 3Bridges Dr Lyndsey McKee, United Way Craig McKell, Pitch Partners Ian Moyser, KPMG Dr Valentine Mukuria, University of Western Sydney Andrew Nairn, Norbeach connect Susana Ng, City of Sydney North Shore Temple Emmanuel Professor Jenny Onyx, UTS Nicola Owens, Hurstville Council Michelle Parrish, Wesley Daimar Aunties and Uncles Vesna Perisic, Norbeach connect Claire Pettigrew, UTS: Shopfront Peter Risbey, Northern Beaches Community Connect Gardening Dr Chris Roffey, UWS Baron Rohbock, Core MotivAction Caroline Romeo, Ethnic Communities' Council of NSW Paul Sabatier, Volunteering NSW, Dept of Education & Communities Kylie Sait, Alzheimer's Australia (NSW) Matthew Salier, The Smith Family. Avril Samuels, The Centre for Volunteering Perri-Lee Sandell, Cerebral Palsy Alliance Tanya Sawkins, University of Western Sydney Christopher Smith, COTA Adam Spencer, ABC's 702 Liz Strickland, One Voice Sydney Dr Graeme Stuart, University of Newcastle Shelley Taylor, Baptist World Australia Annie Thompson, University of NSW Peter Valpiani, Exodus Foundation Eamon Waterford, Youth Action Simon Watts, Volunteering NSW, Department of Education and Communities Kristine Wendtman, Rural Fire Service Joy Woodhouse, Joy Woodhouse Consultancy Service Xing Hua, CASS Dance Group Michael Young, Northern Rivers Community Gateway/ Volunteers Resource Centre
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Award Sponsors and Supporters

Bunnings Warehouse

Cadbury

Captain Cook Cruises

ClubsNSW

Office of Communities, NSW Government

Dan Murphys

Featherdale Wildlife Park

Jenolan Caves

Lonely Planet

Manning River Times

National Trust

Nepean Belle Paddlewheeler

Novotel Darling Harbour

Officeworks

OzVPM

Powerhouse Museum

Seiko

Sydney Symphony

Taronga Zoo

UNSW Press



NSW VOLUNTEER
OF THE YEAR AWARD



**Office of
Communities**

13.0 Financial Report for the Year Ending 30 June 2014

**THE CENTRE FOR VOLUNTEERING
ABN 28 002 416 024**

**FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2014**



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Directors' Report for the year ended 30 June 2014

Your Directors present their report on the company for the year ended 30 June 2014.

The names of the Directors in office during the financial year and at the date of the report were:

Valerie Hoogstad, Chairperson

Valerie has a background in Psychology, Education and Communications and International Relations. She has written 16 textbooks in the field of adolescent literature and corporate communication. Valerie retired as Director of International Education at the Australian Catholic University and is currently lecturing at Sydney University.

Kaye McCulloch, Deputy Chair

Growing up in rural Australia, Kaye learnt early that volunteering was a way of life ("if we don't do it, no-one else will" was her Dad's constant reminder). Since graduating with a Science degree with a Psychology major, Kaye spent several years working in the public sector in Australia and the UK before finding her true calling in the community sector. Since 1986, she has worked in the community sector, designing volunteer training and management programs, as well as volunteering in many roles. Since 1999, Kaye has been the Manager of Volunteer Link, a Volunteer Resource Agency recruiting and training volunteers for organisations within Keystone Community Solutions Inc. in the St George and Sutherland Shire region of southern Sydney. Since 1999 she has also been an active member of the NSW Volunteer Centre Network. As a trainer for Keystone Community Solutions Inc., Kaye specialises in training for Boards and Senior Managers of Volunteer-involving organisations, such as policy development, complaints handling, and Governance Roles and Responsibilities of Board members.

Ian Moyser, Treasurer

Ian is a partner at KPMG specialising in Audit and Assurance services. Ian joined KPMG in the UK in 1993 as a new graduate and worked in the London Office for eight years. In the period from October 2001 to March 2003, Ian worked in finance roles in the UK insurance industry, latterly as the interim CFO of a listed Lloyd's based Insurance Group. In April 2003, Ian joined KPMG Sydney's Audit division and was admitted to KPMG's Australian partnership in 2005 as an Audit partner. Ian was previously the engagement partner responsible for providing pro bono audit services to the Humour Foundation on behalf of KPMG.

Joy Woodhouse

Joy has run her own consultancy business since 1997 specialising in human resource management and training including corporate investigations, facilitation of strategic and business planning, and service management, reviews and evaluations. She has extensive experience in the government sector including Senior Executive Director positions in Ageing and Disability Services within the NSW Department of Community Services (DoCS). In 1993 Joy was appointed Assistant Director General of DoCS responsible for approximately 4,000 staff and a budget of approximately \$320m and undertook this role until 1997. Her academic qualifications include an Honours degree in Psychology from the University of Sydney and a Master of Health Planning from UNSW. During her public sector career Joy was appointed as a member and Chair of numerous NSW Government Steering and Advisory Committees, Task Forces, Working Groups and Review Teams.



Alan Bates

Alan comes from a financial and sales background with over 38 years' experience in leading, training and managing volunteers. For 21 years from 1991 he held the position of Manager, Volunteer Services, Wesley Mission Sydney. Rovers Australia recently honoured Alan for his service to the NSW Rovers Hike for Hunger program for the long association with Wesley Mission. Recently retired, Alan has accepted a position on the Board of the Asian Aid Organisation Limited (as a Director) to further the education of under-privileged children throughout Asia. Alan now resides on the mid north coast and has continued his 50 year association with the SDA Church Scout Movement - Pathfinders. After serving as a District Director in the Sydney area for 35 years, upon his retirement, Alan has taken up the same role in the North NSW Conference. For 9 years Alan served on the Adventist Development and Relief Agency Advisory, Greater Sydney area and brings that knowledge to regional NSW. Alan graduated in the first class for the Diploma of Volunteer Management Practices, conducted by the School of Volunteer Management. Alan has presented papers at State, National and International Volunteer Conferences.

Bronwen Dalton

Bronwen is a Senior Lecturer and Coordinator of the Masters of Community Management Program at the University of Technology, Sydney and National Manager, Research at Mission Australia. In 2001 Bronwen completed a PhD at the University of Oxford. Her thesis focuses on the potential of NGOs to fight corruption and serve as agents of democratisation. Bronwen also has a BA from the Australian National University and a MA from Yonsei University, Seoul, South Korea. Bronwen has conducted extensive research in the field of third sector studies and authored book chapters and journal articles on Not-For-Profit (NFP) childcare; NFP business venturing; recruitment; accountability; and advocacy. Bronwen is a chief investigator on an ARC Linkage grant examining the "compact" (also called "partnership agreement") recently finalised by the Federal Government. Bronwen also researches in the field of Korean studies and has recently co-authored a book on Korean women in Australia and journal articles on developments in North Korea. Bronwen was an expert adviser on the evaluation of the Commonwealth Department of Family and Community Services' Stronger Families and Communities Strategy. Bronwen has also worked closely with the NSW community sector as part of her work in social policy at the Independent Commission Against Corruption and the NSW Attorney General's Department. She is on the Board of the Australia Korea Foundation.

Les Hems

Les Hems has been Director of Research at The Centre for Social Impact, NSW since December 2009. Les has recently completed a major report for Prime Minister and Cabinet on establishing a capital market for social investment which follows on from CSI's feasibility study on the implementation of a social impact bond in New South Wales. Les specialises in research that demonstrates and measures social impact. Prior to his arrival in Australia he spent the previous 18 years undertaking a range of major initiatives in the United Kingdom that have served to develop the evidence base for third sector research, policy and practice including the establishment of the biennial National Survey of Third Sector Organisations.

His research career commenced at Aston Business School and in 1994 he established the research team at the National Council for Voluntary Organisations (NCVO). In 1998 he became a principal researcher for the Johns Hopkins University Comparative Non-profit Sector Project, and in 2000 he established a new research centre at University College London which became part of the Institute for Philanthropy.



Les is board member and former chair of Coventry Sports Trust a larger registered charity and social enterprise based in the United Kingdom.

Terry Brigden

Terry has practiced extensively in financial services and regulatory law for over 20 years and has had the benefit of both practical and professional experience, most recently before joining Lander and Rogers being a partner in a major (now international) legal firm for over 13 years, having previously held legal or commercial positions in a major bank, major life insurance company, superannuation and actuarial consulting firm and was the legal counsel at Charge Card Services Limited which operated the domestic Bankcard credit card scheme.

Terry is on the Australian subsidiary board of a large Canadian bank and is on the International Monetary Fund's external expert panel for banking and insurance regulation, most recently consulting to the Central Bank of Bangladesh on amendments to its Banking Companies Act.

Terry has been named as one of Australia's best superannuation lawyers in the Best Lawyers Australia peer review survey published in the AFR 2013, 2012, 2011 and 2010 and was recognised for his broader financial institutions work in the same survey in 2011, 2012 and 2013. Terry has received similar recognition for his insurance work in the PLC Which Lawyer ratings for 2010 and 2011 and the 2013 Best Lawyers (Australia) survey.

Loki Ball

Loki has completed studies in law and social business. In 2011 Loki was named NSW Youth Volunteer of the Year and later National Volunteer of the Year for Sydney, in recognition of his outstanding contribution to the community. Loki has travelled to all Australian states and territories to work in areas of community need ranging from homelessness, human rights and youth disadvantage. In 2012 Loki received a National Children's Law Award, in a youth category, for his work to protect the legal rights and interests of children. In 2013 Loki was appointed to the Social Justice Committee of the University of Technology, Sydney (UTS) Council to advise UTS on social justice matters. Loki now works as an adviser to Australia's National Children's Commissioner and runs his own consultancy to advance the position of young people in society. Loki is still an active volunteer and he is always interested in new ways to engage young volunteers with the community.

Brendan Lynch

Brendan Lynch is a consultant in the sport industry specialising in strategic planning, governance reform, organisational development, change management and workforce planning. He has worked with international, national, state and local sporting organisations as well as conducting major projects for the Australian Sports Commission. Brendan has assisted major sports including Swimming Australia, Athletics Australia and Rowing Australia to develop strategic plans and the organisational reform required for their implementation. Brendan also facilitated the development of ACTIVE 2020, the 10-year strategic plan for sport and active recreation in the ACT.

As Program Manager of Volunteer Recruitment for the Sydney Organising Committee for the Olympic Games (SOCOG), he headed the team responsible for the successful recruitment of the 55,000 volunteers for the Sydney 2000 Olympic and Paralympic Games. He has since acted as an advisor to a number of Olympic, Paralympic, Commonwealth and Asian Games organising committees, including more recently Vancouver 2010, London 2012 and Sochi 2014 Olympics as well as the IOC's Olympic Games Knowledge Management.



Brendan is a Fellow with the Institute of Sport Management and holds other Directorships with Australian University Sport and Volunteering ACT.

Principal Activities

The Centre for Volunteering is the peak body for volunteering in NSW. It is a public company limited by guarantee that is incorporated and domiciled in New South Wales, Australia, and has no authorised or paid up capital. The registered office is at Level 3, 40 Gloucester Street, The Rocks, NSW 2000.

Each member of the company, whilst a member, or within one year after ceasing to be a member, undertakes to contribute to the assets of the company in the event of it being wound up. If the company is wound up the Constitution states that each member is required to contribute a maximum of fifty dollars (\$50) towards meeting any outstanding obligations of the company. At balance date, there were 380 eligible members.

The Directors of The Centre for Volunteering are pleased to present a surplus for the 2013-14 financial year.

The principal activities of the company during the financial year were to represent members and to advance the interests of members. There has been no substantial change in activity during the financial year.

Short and Long-Term Objectives

The Centre's core business and objectives are to:

- Operate as a non-profit corporation to develop public interest in the volunteer sector, including raising awareness of issues directly affecting the sector.
- Promote, support and recognise volunteers and volunteering at individual, community and national levels through advocacy and communication.
- Be the authoritative voice on volunteering in NSW and continue to be an influential advocate for the issues relating to volunteer support and management
- Facilitate excellence and best practice in volunteering and volunteer management through education and capacity building
- Encourage collaboration in the volunteering sector and offer services for the benefit of members
- Lead by example and be transparent and accountable in how The Centre operates, and apply a high standard to service provision through good governance
- Ensure a strong and sustainable financial base.

Strategy for Achieving the Objectives

In order to achieve the above objectives, The Centre sought to:

- Manage its finances in accordance with Board approved annual budgets.
- Continue good governance practice.
- Attract, develop and retain good staff.

- Develop and communicate who it is and what it does, to relevant stakeholders and the wider community.
- Pro-actively engage with key stakeholders to help understand and address their issues
- Be an influential advocate for the issues relating to volunteer support and management
- Enhance the capacity of members and others to mobilise and manage volunteers more effectively, with a focus on widening the participation of people volunteering.

Activities that Contributed to the Objectives being met

During the year to 30 June 2014, The Centre:

- Delivered training throughout NSW and interstate through The School of Volunteer Management to meet the goals of Federal and State funding grants.
- Continued its participation in the national peak volunteering network (CEON) to assist, inform and support the national body, Volunteering Australia.
- Worked with equivalent interstate bodies to develop a national approach to volunteering issues.
- Continued developing and strengthening its relationship with the State Government and its Office for Volunteering, and the NSW Volunteer Centre Network.
- Engaged volunteer support to develop a robust compliance regime.
- Attended and spoke at conferences throughout Australia to promote good management in volunteer practice.
- Achieved ongoing funding from NSW Government and ClubsNSW for the NSW Volunteer of the Year Award.
- Successfully passed the National RTO Audit of the School of Volunteer Management conducted by ASQA (Australian Skills Quality Authority)
- Collaborated with the City of Sydney for the 2014 Living in Harmony Festival
- Commenced an effective strategic planning process to deliver The Centre's core business and objectives
- Successfully delivered the 2013 NSW Volunteer of the Year Awards which recognised hundreds of volunteers throughout NSW.
- Consolidated The Centre's sound financial position with another successful year.

THE CENTRE FOR VOLUNTEERING

ABN 28 002 416 024

Performance Measurement

The Board monitors the performance of the Centre through:

- Regular reviews of the objectives and strategies to achieve those objectives.
- A staff performance and appraisal process, where individual goals are aligned to the Centre's objectives.
- Regular reporting of financial performance against Board approved budgets.

Directors' Meetings

The number of meetings of directors held during the year and the number of meetings attended by each director were as follows:

	Number of meetings Attended	Meetings held while In office
Valerie Hoogstad	9	9
Kaye McCulloch	7	9
Ian Moysen	7	9
Joy Woodhouse	9	9
Alan Bates	7	9
Bronwen Dalton	5	9
Les Hems	6	9
Terry Bridgen	8	9
Loki Ball	4	9
Brendan Lynch	8	9

Company Secretary:

Lynne Dalton (To March 2014)	6	6
Gemma Rygate (From March 2014)	4	4

Auditor Independence

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out on page eight.

Signed in accordance with a resolution of Directors.

Director 

Signed this 16th day of October 2014, in Sydney

Level 6, 350 Kent Street
Sydney NSW 2000

87-89 Lyons Road
Drumoyne NSW 2047

K.S. Black & Co.

Chartered Accountants

ABN 57 446 398 806

20 Grose Street
North Parramatta NSW 2151

PO Box 2210
North Parramatta NSW 1750

**AUDITOR'S INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF CENTRE FOR VOLUNTEERING**

I declare that, to the best of my knowledge and belief, in relation to the audit of the financial statements of the Centre for Volunteering for the financial year ended 30 June 2014 there have been:

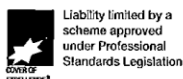
- (i) no contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

KS Black & Co
Chartered Accountants

T Nolan
Partner

Sydney

21 OCT 2014
Dated



Phone 02 8839 3000 Fax 02 8839 3055
www.kblack.com.au



**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2014**

	Notes	2014	2013
		\$	\$
Revenue	2	1,363,890	1,203,274
Depreciation	3	(17,915)	(18,122)
Salaries Expense		(748,641)	(678,839)
Occupancy Costs		(183,954)	(178,952)
Programs Costs		(151,467)	(123,697)
Training Costs		(57,728)	(39,707)
Other Expenses		(143,630)	(158,949)
Surplus		60,555	5,007

The accompanying Notes form part of this Financial Report.

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2014**

	Notes	2014 \$	2013 \$
CURRENT ASSETS			
Cash and cash equivalents	4	588,989	518,556
Trade and other receivables	5	117,920	94,393
Prepayments		15,806	7,793
TOTAL CURRENT ASSETS		722,715	620,743
NON CURRENT ASSETS			
Property plant and equipment	6	43,728	61,643
TOTAL NON CURRENT ASSETS		43,728	61,643
TOTAL ASSETS		766,443	682,386
CURRENT LIABILITIES			
Trade and other payables	7	48,418	41,762
Provisions	8	57,861	56,023
Income received in advance	9	117,930	105,202
		224,209	202,986
NON CURRENT LIABILITIES			
Provisions	8	30,241	27,962
TOTAL NON CURRENT LIABILITIES		30,241	27,962
TOTAL LIABILITIES		254,450	230,948
NET ASSETS		511,993	451,438
ACCUMULATED SURPLUS		511,993	451,438

The accompanying Notes form part of this Financial Report.

**STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 30 JUNE 2014**

	Notes	2014 \$	2013 \$
Cash flows from operating activities:			
Receipts from funders, donors and customers		1,336,908	1,105,385
Payments to suppliers		(560,755)	(492,082)
Payments to employees		(721,904)	(667,499)
Interest received (net)		16,184	19,653
Net cash provided by/(used in) operating activities	11	70,433	(34,543)
Cash flows from investing activities:			
Payments for furniture and fittings and plant and equipment acquired		-	(39,574)
		-	(39,574)
Net increase/(decrease) in cash and cash equivalents		70,433	(74,117)
Cash and cash equivalents at the beginning of the year		518,556	592,671
Cash and cash equivalents at the end of the year	4	588,989	518,556

The accompanying Notes form part of this Financial Report.

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2014**

	2014 \$	2013 \$
Accumulated surplus/(deficit) at the beginning of the year	451,438	446,431
Surplus for the year	60,555	5,007
Accumulated surplus at the end of the year	511,993	451,438



The accompanying Notes form part of this Financial Report.

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

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the presentation of this general purpose financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

The Centre for Volunteering is a company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business is Level 3, 40 Gloucester Street, The Rocks, Sydney, NSW 2000.

a. Basis of preparation

This general purpose financial report has been prepared in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations of the Australian Accounting Standards Board) and Corporations Act 2001.

These financial statements have been prepared on an accrual basis and are based on the historical cost convention.

The Centre for Volunteering adopts the relevant standards that specify Tier 2 reporting requirements as outlined in AASB 2010-2.

b. Cash and cash equivalents

Cash on hand and in bank is stated at its nominal value. For the purpose of the statement of cashflows, cash includes cash on hand and in bank.

c. Trade and other receivables

Trade receivables are recognised and carried at original invoice amount less any allowance for impairment. An allowance for impairment of receivables is recognised when collection of the full amount is no longer probable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy or financial reorganisation, and default or delinquency in payments (more than 90 days overdue) are considered indicators that the trade receivable is impaired.

The amount of provision is recognised in the statement of profit or loss and other comprehensive income. When a trade receivable for which an impairment allowance has been recognised becomes uncollectable in a subsequent period, it is written off against other expenses in the statement of profit or loss and other comprehensive income. Bad debts are written off as incurred.

d. Property, Plant and Equipment

Cost and Evaluation

Property, plant and equipment are carried at cost less, where applicable, any accumulated depreciation or impairment losses.

Depreciation

The carrying amount of property, plant and equipment is reviewed annually by the Directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of expected net cash flows that will be received from the assets' employment and subsequent



disposal. The expected net cash flows have not been discounted to their present values in determining recoverable amounts.

The depreciable amount of all fixed assets is calculated on a straight-line basis over the effective life of the entity, commencing from the time the asset is held ready or available for use. The rates used for each class of depreciable assets are:

Class of Fixed Assets	Depreciation Rate
Furniture and Fittings	6-25%
Computers	25-33%
Leasehold Improvements	10-20%

e. Trade and Other Payables

Liabilities for trade creditors and other amounts are carried at cost, which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the company.

f. Employee Benefits

A liability is recognised for the company's liability for employee benefits arising from services rendered by employees to balance date. Long service leave payable later than one year has been accrued in respect of all employees with more than five years' service with the company; it has been measured based on remuneration rates current at the reporting date. In the opinion of the Directors this estimate of long service leave is not materially different from the estimate determined by using the present value basis of measurement.

g. Income Tax

The company is exempt from income tax under the current provisions of the Income Tax Assessment Act.

h. Comparative Figures

Where required by accounting standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

i. Revenue Recognition

Grants, membership and donations received for specific purposes are matched against expenditure as incurred. All revenue is stated net of the amount of goods and services tax.

j. Going Concern

The company generated a surplus for the financial year ended 30 June 2014 and has an accumulated surplus as of that date of \$511,993. The ability of the company to continue as a going concern is dependent on the ongoing support of the government and private grants, its members and the success of its fundraising program. Should the fundraising program not prove successful or financing or grants be withdrawn there is uncertainty as to the company's ability to continue as a going concern and, therefore, its ability to realise its assets and extinguish its liabilities as and when they become due and payable and at the amounts stated in the financial report. The Directors believe that the company will be successful and accordingly have prepared the accounts on a going concern basis.

2 REVENUE	2014	2013
	\$	\$
Membership	65,782	61,214
Grants – government	960,336	874,971
Donations	6,240	8,949
Interest	16,184	19,653
Projects	48,700	57,273
Fees and seminars	237,294	162,596
Other income	29,354	18,618
	<u>1,363,890</u>	<u>1,203,274</u>
3 EXPENSES	2014	2013
	\$	\$
Depreciation of non-current assets		
Plant and equipment	5,454	5,661
Leasehold improvements	12,461	12,461
	<u>17,915</u>	<u>18,122</u>
4 CASH AND CASH EQUIVALENTS	2014	2013
	\$	\$
<u>Cash at Bank</u>		
Westpac	17,805	17,873
Bendigo Bank	145,183	186,888
Commonwealth Bank	103,561	-
Undeposited Funds	534	-
Term Deposits	321,406	313,296
	<u>588,489</u>	<u>518,056</u>
<u>Cash on Hand</u>		
Petty Cash	500	500
	<u>588,989</u>	<u>518,556</u>
5 TRADE AND OTHER RECEIVABLES	2014	2013
	\$	\$
Trade debtors	112,852	74,340
Other receivables	5,068	20,053
	<u>117,920</u>	<u>94,393</u>

6	PROPERTY, PLANT and EQUIPMENT	2014	2013
		\$	\$
	Office Furniture, Fittings and Equipment at cost	108,132	108,132
	Accumulated depreciation	(76,865)	(71,411)
		<u>31,267</u>	<u>36,721</u>
	Leasehold Improvements at cost	37,384	37,384
	Accumulated depreciation	(24,923)	(12,461)
		<u>12,461</u>	<u>24,923</u>
		<u>43,728</u>	<u>61,643</u>
	Reconciliation	2014	2013
		\$	\$
	Office Furniture, Fittings and Equipment		
	Carrying amount at the beginning of the year	36,721	40,192
	Additions	-	2,189
	Depreciation	(5,454)	(5,661)
	Carrying amount at the end of the year	<u>31,267</u>	<u>36,721</u>
	Leasehold Improvements		
	Carrying amount at the beginning of the year	24,923	-
	Additions	-	37,384
	Depreciation	(12,462)	(12,461)
	Carrying amount at the end of the year	<u>12,461</u>	<u>24,923</u>
7	TRADE AND OTHER PAYABLES	2014	2013
		\$	\$
	Trade creditors	-	4,380
	Other creditors and accruals	48,418	37,382
		<u>48,418</u>	<u>41,762</u>
8	PROVISIONS	2014	2013
		\$	\$
	Annual leave (including loading) – current	57,861	56,023
	Long service leave – non-current	30,241	27,962
		<u>88,102</u>	<u>83,985</u>
9	INCOME RECEIVED IN ADVANCE	2014	2013
		\$	\$
	Grants and other income received in advance	53,930	35,120
	Membership received in advance	<u>64,000</u>	<u>70,082</u>

	117,930	105,202
10 AUDITOR'S REMUNERATION	2014	2013
	\$	\$
K.S. Black and Co	16,365	15,890
11 NOTES TO THE STATEMENT OF CASH FLOW	2014	2013
	\$	\$
Surplus	60,555	5,007
Depreciation	17,915	18,122
Changes in Assets and Liabilities:		
(Increase) in Trade Debtors and Prepayments	(23,527)	(13,366)
(Decrease) in Payables	(1,357)	(15,729)
Increase/(Decrease) in Income in Advance	12,729	(48,577)
Increase in Employee Benefits	4,118	20,000
Net Cash provided by/(used in) Operating Activities	70,433	(34,543)

12 FINANCIAL INSTRUMENTS

(a) Net Fair Values

All financial assets and liabilities have been recognised at balance date at their fair values.

(b) General objectives, policies and processes

In common with all other businesses, the company is exposed to risks that arise from its use of financial instruments. This note describes the company's objectives, policies and processes for managing those risks and the methods used to measure them. Further quantitative information in respect of these risks is presented throughout these financial statements.

The Board has overall responsibility for the determination of the company's risk management objectives. The company's risk management policies and objectives are designed to minimise the potential impacts of these risks on the results of the company where such impacts may be material. The Board receives monthly financial reports, with which it reviews the effectiveness of the processes put in place and the appropriateness of policies it sets.

13 RELATED PARTY DISCLOSURES

(a) Directors' Compensation

No income was paid or payable, or otherwise made available, to Directors in connection with the management of affairs of the company.

(b) Key Management Personnel Compensation

The remuneration of Key Management Personnel is as follows:

	2014 \$	2013 \$
Short-term benefits	148,215	119,100
Post-employment benefits	34,107	10,676
	<u>182,322</u>	<u>129,775</u>

(c) Key management personnel during the year ended 30 June 2014 were Valerie Hoogstad, Ian Moyser, Joy Woodhouse, Alan Bates, Bronwen Dalton, Leslie Hems, Kaye McCulloch, Terry Brigden, Loki Ball, Brendan Lynch, Lynne Dalton and Gemma Rygate.

14 COMMITMENTS

The company leases its head office premises under a non-cancellable operating lease expiring within 5 years. Two items of equipment are also leased, expiring within 5 years.

Commitments in relation to operating leases contracted for at the reporting date, but not recognised as liabilities, payable:

	2014 \$	2013 \$
Within one year	148,296	144,352
Later than one year but not later than five years	101,437	249,733
	<u>249,733</u>	<u>394,065</u>

15 EVENTS SUBSEQUENT TO REPORTING DATE

In July 2014, the Commonwealth Government announced changes to the method of funding provided through the Department of Social Services. The company received Commonwealth Grant funding of \$291,675 for the Volunteer Management Program in 2013/14 and the Department has guaranteed continuing funding to 31 December 2014. The company has submitted grant applications for new project funding from 1 January 2015, with the results expected to be known in October 2014. The Directors are not aware of any other item, transaction or event of a material and unusual nature not otherwise dealt with in the report or financial statements that has significantly affected, or may affect, the operations of the company, the results of those operations or the state of affairs of the company in subsequent years.

THE CENTRE FOR VOLUNTEERING

ABN 28 002 416 024

DIRECTORS' DECLARATION

In the opinion of the Board the financial report as set out on pages 9 to 18:

- 1 Presents a true and fair view of the financial position of The Centre for Volunteering as at 30 June 2014 and the results and cash flows of the company for the year ended on that date in accordance with Australian Accounting Standards.
- 2 At the date of this statement, there are reasonable grounds to believe that The Centre for Volunteering will be able to pay its debts as and when they fall due.

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

Ian Moyser
Director

Dated this 16th day of October 2014

Level 6, 350 Kent Street
Sydney NSW 2000

87-89 Lyons Road
Drummoyle NSW 2047

K.S. Black & Co.

Chartered Accountants

ABN 57 445 338 838

20 Grose Street
North Parramatta NSW 2151

PO Box 2210
North Parramatta NSW 1750

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CENTRE FOR VOLUNTEERING

Report on the financial report

We have audited the accompanying financial report of the Centre for Volunteering and the directors' declaration.

Directors' responsibility for the financial report

The directors of the company are responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in the financial statements, which form part of the financial report are appropriate to meet the financial reporting requirements of the company. The director's responsibilities also includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with in accordance with Australian Auditing Standards. These Auditing Standards require that we 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.

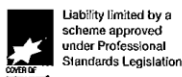
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error.

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 circumstance, 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 Directors as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to members for the purpose of fulfilling the directors' financial reporting under the company's constitution.

We disclaim any assumption of responsibility for any reliance on this report of the financial report to which it relates to any person other than the members, or for any purpose other than for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



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Chartered
Accountants