



# Organisational Profile 2015



peppercorn  
services inc.

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### Our Acknowledgement of Country

Peppercorn Services Inc. acknowledges the Dharug nation as the traditional owners and custodians of the land on which our organisation operates, and pays respect to Elders past and present. As an organisation we also acknowledge the spiritual, physical, emotional, mental and economic connection of Aboriginal and Torres Strait Islander people to the Land and Seas. We acknowledge that dispossession of Country, and the disruption to family connections has resulted in a breakdown of social networks and we will continue to strive to provide services that support social justice for all Australians.

This profile is to provide information regarding our organisation, including our services, community connections, strategic intent and management principles in order to promote Peppercorn Services Inc. as a Provider of Choice. It is anticipated this profile will provide information for funding bodies, community partners and other agencies wishing to use or broker our services.

This report has been made possible through funding provided by the Australian Government under the Commonwealth HACC Program and the NSW Government.

Although funding for this project has been provided by the Australian Government and the NSW Government, the material contained herein does not necessarily represent the views or policies of the Australian Government or the NSW Government.

## Introduction

Peppercorn Services Inc. was founded in 2001 to auspice the Hawkesbury Community Transport service. The organisation has since evolved into an innovative, dynamic, multi service organisation which strives to adapt to and improve on best practice at all times.

Our core services include centre based meals and social support programs for seniors; early intervention and prevention family and parenting programs; youth programs; community capacity building; transport for our aged, disabled or isolated residents; early childhood education and family day care services.

The organisation is unique in the community for a number of reasons. In particular, the relationship we have with the Hawkesbury City Council (HCC) in delivering human services on their behalf under a Memorandum of Terms of Delegation as well as delivering a number of directly funded services as detailed on pages 6-7. We deliver services from six sites in the local government areas of Hawkesbury, Penrith, Blue Mountains, Hornsby, Gosford and The Hills. A number of our services support people from isolated areas in the Forgotten Valley and the outer reaches of the Hawkesbury. The hub of the organisation is located in Peppercorn Place, Windsor, NSW.

Peppercorn Services has grown and consolidated over a 14 year period to become the medium sized organisation it is today. The organisation has 40 employees and 18 volunteers helping to deliver 17 programs across the communities we serve.

We see our role as contributing to the development of healthy, inclusive, sustainable and enterprising communities by supporting disadvantaged individuals and isolated communities.

We have built a high level community profile and good reputation through quality service delivery, partnerships with other organisations, collaborative ventures and by participating in the wider and isolated communities.

We are a values based organisation committed to ensuring equity and access to care and services to the people we serve.

#### Business Details:

Peppercorn Services Inc. is an incorporated, non-government, not for profit, community services organisation. We are registered as a Deductible Gift Recipient and Public Benevolent Institution and registered with the Australian Charities and Not-for-profit Commission (ACNC).

Peppercorn Services Inc. - ABN 34 611 224 255

Website – [www.peppercornservices.com.au](http://www.peppercornservices.com.au)

## Our History

The growth of the organisation is reflective in the history timeline on the following page. Peppercorn Services started life as a community transport operator in 2001 and over the years we have expanded our scope and service delivery capacity to become the multi service provider we are today.

Grants are received from all three tiers of government, local, state and federal, with additional support received through corporate sponsorships, grants and vehicle donations.

<b>1999</b>	<ul style="list-style-type: none"> <li>• Hawkesbury City Council takes over auspice of Hawkesbury Community Transport</li> </ul>
<b>2001</b>	<ul style="list-style-type: none"> <li>• Forgotten Valley Community Transport amalgamates with Hawkesbury Community Transport &amp; Council agrees to review the local Youth Transport Service</li> <li>• Peppercorn Services is Incorporated</li> <li>• Peppercorn Services Inc. builds bus depot on land provided by HCC</li> </ul>
<b>2002</b>	<ul style="list-style-type: none"> <li>• Hawkesbury City Council accepts the permanent auspice for all 3 transport services from the then Department of Transport</li> </ul>
<b>2004</b>	<ul style="list-style-type: none"> <li>• Aging transport fleet replaced</li> <li>• Hawkesbury City Council delegates day to day management of the transport service to Peppercorn Services</li> </ul>
<b>2005</b>	<ul style="list-style-type: none"> <li>• Hawkesbury City Council delegates management of Hawkesbury Seniors Leisure and Learning Centre (HSLLC) to Peppercorn Services</li> <li>• Applied and received funding for Transition to Work Program</li> </ul>
<b>2006</b>	<ul style="list-style-type: none"> <li>• Applied and received funding for Centre Based Meals Program</li> <li>• \$100,000 invested in upgrading kitchen at HSLLC to accommodate Meals Program</li> </ul>
<b>2007</b>	<ul style="list-style-type: none"> <li>• Supported Employment Program launched. Now known as the Social Enterprise Program</li> <li>• Hawkesbury City Council delegates management of South Windsor Family Centre to Peppercorn Services</li> <li>• Hawkesbury City Council delegates care, control and management of Hawkesbury Family Day Care, Richmond Occasional Care &amp; Forgotten Valley Mobile Preschool</li> </ul>
<b>2008</b>	<ul style="list-style-type: none"> <li>• Hawkesbury City Council delegates care, control and management of Family &amp; Community Services programs to Peppercorn Services</li> <li>• Applied and received funding for Garden Maintenance Program</li> </ul>
<b>2010</b>	<ul style="list-style-type: none"> <li>• Executive Officer recruited</li> <li>• Restructure review of Peppercorn Services resulting in more direct care staff</li> </ul>
<b>2011</b>	<ul style="list-style-type: none"> <li>• Corporate, Strategic &amp; Operational Planning undertaken &amp; adopted</li> <li>• Corporate sponsorship received from Windsor Toyota</li> </ul>
<b>2012/13</b>	<ul style="list-style-type: none"> <li>• Richmond Occasional Care Centre closes in response to changing needs of demographic</li> <li>• Transport fleet continues to be replaced in accordance with asset replacement policy and funding guidelines</li> <li>• Corporate Sponsorship received from Richmond Specsavers &amp; Nth Richmond Community Bank Branch Bendigo Bank</li> <li>• Intranet system introduced, IT infrastructure upgraded, Peppercorn Place &amp; South Windsor Family Centre connected to NBN</li> <li>• Systems Audit undertaken by external consultants across whole organisation</li> <li>• WHS Management System implemented</li> <li>• Policies &amp; Procedures reviewed across organisation to comply with Community Common Care Standards, National Quality Management Standards</li> <li>• 19 programs, 10 funding bodies, 6 sites, 6 LGA's</li> </ul>
<b>2014</b>	<ul style="list-style-type: none"> <li>• School based Chaplaincy and Student Welfare program run at Wisemans Ferry Public School closes due to Commonwealth Government cancellation of overall program.</li> </ul>

## Our Services

Peppercorn Services is a provider of choice with a wide range of services funded by local, state and federal governments to run and manage, under our unique model, a variety of community service programs. Our services are predominantly delivered to the most vulnerable and disadvantaged people in the community and our clients include frail older people, younger people with a disability and their carers, children aged from 0-18 and vulnerable families. We deliver direct services to a client base that range in age from 0 to 104 years located in the Hawkesbury and outer reaching areas, in addition to the more isolated communities in the Forgotten Valley.









- *Forgotten Valley Mobile Preschool Resource Unit* – quality child care and learning programs for children 3-6 years of age. The preschool operates between two venues during school terms, Wisemans Ferry Community Centre and the South Maroota Preschool Building.
- *Family Day Care* – child care for 0-12 years of age provided by trained, registered and supervised Child Care Educators. Children 0 - 5 years take part in preschool programs in a family environment offering flexible child care hours.
- *Community Transport* - bus and motor vehicle service to transport disadvantaged groups, including frail older people and younger people with a disability & their carers, to disability and aged activity programs including the centre based meals program, local and out of area medical appointments, shopping services, individual social trips, group social trips and weekly shuttle service to destination of choice. Subsidised transport services are also offered for young people 12-24 years of age and community groups.
- *Family Community & Youth Services* – provide a range of early intervention support services including home visiting, parenting groups, child development, and practical support for families. Programs include:
  - *Forgotten Valley Family Services* - an early intervention program providing support to all families with children 0-18 years of age.
  - *Families NSW* - a universal program with prevention and intervention support for all families with children 0-8 years of age, providing parents with effective activities, information and coaching to assist them to build positive parenting skills. Incorporates community programs which link people to society and works closely with local schools.
- *Community Builders Program* – a range of services to strengthen the Wiseman’s Ferry community and build capacity. Includes mentoring schemes, provision of access to internet, mobile library and other resources.

This program collates, prints and distributes the monthly newsletter “Forgotten Valley Views”, and holds various community activities including movie nights, sustainable gardening workshops and community fun runs.




- *Garden Maintenance Program* - A subsidised garden maintenance service, predominantly lawn mowing, to maintain access and egress to the homes of frail older people, young people with a disability and their carers.
- *Hawkesbury Seniors Leisure and Learning Centre* – an activity centre providing a range of creative and healthy lifestyle programs for seniors. The main centre in Richmond is current closed for renovations, however the same services, groups and activities usually held at the centre, are being run at various venues in Richmond, Windsor and North Richmond.
- *Come Dine with Me* - a subsidised meals program designed to provide a healthy lunch, social interaction and activities for socially and / or geographically isolated people living in the Hawkesbury.
- *Property Management* - halls and community facilities for hire
- *Customer & Corporate Services* - provides administrative and operational support to the organisation and the Board of Governance. These services include front desk customer support and enquiries, financial and records management, payroll and human resources, information technology and corporate governance including the preparation and printing of Board papers and management reports.

The following pages contain a table summarising the funders, programs and locations of Peppercorn Services.





## Funders, Services & Locations

Funder	Service	Coverage	Location
<b>NSW Education and Communities</b>  <b>Education &amp; Communities</b> Office of Education <small>Early Childhood Education and Care</small>	Mobile Preschool	Isolated communities of the Forgotten Valley in the Hawkesbury, Hills, Hornsby & Gosford LGA's	South Maroota & Wiseman's Ferry
<b>NSW Education and Communities – Preschool Disability Support Program</b>  <b>Education &amp; Communities</b> Office of Education <small>Early Childhood Education and Care</small>	Mobile Preschool	Isolated communities of the Forgotten Valley in the Hawkesbury, Hills, Hornsby & Gosford LGA's	South Maroota & Wiseman's Ferry
<b>Commonwealth Department of Education</b>  <b>Australian Government</b> Department of Education	Family Day Care	Hawkesbury LGA plus educators in outer areas of the Blacktown, Penrith/St Mary's & Hornsby Family Day Care schemes	South Windsor Family Centre
<b>NSW Family &amp; Community Services</b>  <b>Family &amp; Community Services</b> Community Services	Community Builders - Forgotten Valley Community & Youth	Isolated communities of the Forgotten Valley in the Hawkesbury, Hills, Hornsby & Gosford LGA's	Wiseman's Ferry
<b>NSW Family &amp; Community Services</b>  <b>Family &amp; Community Services</b> Community Services	Strengthening Communities - Families NSW	Residents of the Hawkesbury LGA	South Windsor Family Centre
<b>NSW Family &amp; Community Services</b>  <b>Family &amp; Community Services</b> Community Services	EIPP - Forgotten Valley Child Youth and Family Support	Isolated communities of the Forgotten Valley in the Hawkesbury, Hills, Hornsby & Gosford LGA's	Wiseman's Ferry
<b>NSW Health - Nepean Blue Mountains AHS</b>  <b>NSW</b>   Health	Community Medical Transport	Isolated communities of the Forgotten Valley in the Hawkesbury, Hills, Hornsby & Gosford LGA's	South Windsor
<b>Commonwealth Department of Social Services</b>  <b>hacc</b> home and community care <small>Funded by the Australian Government Department of Social Services</small>	Lawn & Garden Service, 65 & over	Residents of the Hawkesbury, Nepean and Blue Mountains LGA's	Peppercorn Place



Funder		Service	Coverage	Location
<b>NSW Department of Ageing, Disability &amp; Home Care</b>	 <b>Family &amp; Community Services</b> Ageing, Disability & Home Care	Lawn & Garden Service, under 65	Residents of the Hawkesbury, Nepean and Blue Mountains LGA's	Peppercorn Place
<b>Commonwealth Department of Social Services</b>	 home and community care Funded by the Australian Government Department of Social Services	Seniors Multi Service Outlet, 65 & over	Residents of the wider Hawkesbury plus the isolated communities of the Forgotten Valley incorporating the Hills, Hornsby & Gosford LGA's	Bus Depot, Seniors Centre (various locations)
<b>NSW Department of Ageing, Disability &amp; Home Care</b>	 <b>Family &amp; Community Services</b> Ageing, Disability & Home Care	Seniors Multi Service Outlet, under 65	As above	Bus Depot, Seniors Centre (various locations)

**Transport for NSW - incorporating:**

<b>Commonwealth Department of Social Services</b>	 home and community care Funded by the Australian Government Department of Social Services	HACC Transport Services - including High Support Disability, Low Support (shopping), Medical Transport & SWAHS	Residents of the wider Hawkesbury plus the isolated communities of the Forgotten Valley incorporating the Hills, Hornsby & Gosford LGA's	Bus Depot, South Windsor, Peppercorn Place
<b>NSW Department of Ageing, Disability &amp; Home Care</b>	 <b>Family &amp; Community Services</b> Ageing, Disability & Home Care	HACC Transport Services - including High Support Disability, Low Support (shopping), Medical Transport & SWAHS	Residents of the wider Hawkesbury plus the isolated communities of the Forgotten Valley incorporating the Hills, Hornsby & Gosford LGA's	Bus Depot, South Windsor, Peppercorn Place
<b>NSW Transport for NSW, Community Transport</b>	 <b>Transport for NSW</b>	Community Transport Services, including Isolated Residents	Residents of the wider Hawkesbury plus the isolated communities of the Forgotten Valley incorporating the Hills, Hornsby & Gosford LGA's	Bus Depot, South Windsor, Peppercorn Place
<b>Hawkesbury City Council</b>		Peppercorn Place – Front desk support Peppercorn Services Children's Services – allocated as required Community & Youth Access		Peppercorn Place South Windsor, Wisemans Ferry, South Maroota Various locations

## Community Profile – The Hawkesbury

With a population of approximately 62,350 covering an area over 2,776 square kilometres the Hawkesbury is a unique area consisting of 2 urban centres (Richmond & Windsor) many small townships, rural areas and isolated farms. Approximately 6,000 people live on properties over 100 acres in size. Over seventy percent of the Hawkesbury is comprised of national and state parks, with the remainder split between residential, agriculture, commercial, industrial and military land use.

The Hawkesbury Local Government Area is bounded by the Blue Mountains, The Hills, Gosford, Singleton, Cessnock, Nepean and Lithgow Local Government Areas.

Population details (2011 Australian Bureau of Statistics census data):

- 16,232 or 26% of the population is under the age of 17
- 13,634 or 22% are aged between 18 and 34
- 21,804 or 35% of the population is aged between 35 and 59
- 10,680 or 17% are aged over 60
- 1,609 or 2.6% (higher than state avg) of the population is indigenous

2514 people or 4.0% of the population of the Hawkesbury City report needing help in their day-to-day lives due to disability.

<b>Service age group (years)</b>	<b>Number</b>	<b>%</b>
Babies and pre-schoolers (0 to 4)	4,249	6.8
Primary schoolers (5 to 11)	6,212	10.0
Secondary schoolers (12 to 17)	5,771	9.3
Tertiary education & independence (18 to 24)	6,285	10.0
Young workforce (25 to 34)	7,349	11.8
Parents and homebuilders (35 to 49)	13,631	21.9
Older workers & pre-retirees (50 to 59)	8,176	13.1
Empty nesters and retirees (60 to 69)	5,932	9.5
Seniors (70 to 84)	3,889	6.2
Elderly aged (85 and over)	859	1.4
<b>Total population</b>	<b>62,353</b>	

The mix of services delivered by Peppercorn reflects the needs of a wide range of residents, families with young children, youth, people who are ageing and people with disabilities in our community.

To ensure people who do not have a high level of English proficiency are not disadvantaged all of our services have access to the Translating and Interpreting Service (TIS) through the Department of Immigration and Ethnic Affairs.

The organisation’s website meets the Web Content Accessibility Guidelines (WCAG) 2.0 to ensure web content is accessible to all members of the community.

## Our Community Connections

Innovation and developing partnerships has been a necessity for Peppercorn Services to enable us to cater to such a geographically dispersed community. We are committed to fostering community collaboration with other community service groups, schools and various other organisations to ensure the people accessing our services have accessibility to the resources and support services they require to meet their needs.

Peppercorn has established a number of partnerships with other agencies and works with its partners to strengthen and improve service outcomes. Some examples of partnerships include:

<b>Our Sponsors</b>
Windsor Toyota – provision of a hybrid Toyota for medical transport
Specsavers Richmond – a unique initiative which sees a percentage of funds from each pair of frames sold allocated to PSInc to enable the purchase of much needed equipment for community transport vehicles
<b>Our Partners</b>
Hawkesbury Community Outreach Services (HCOS) – Memorandum of Understanding (MOU) to transport referred isolated residents from Bilpin to Richmond weekly to do their shopping
MOU with Mind & Body for the provision of gym classes at the Hawkesbury Seniors Lifestyle and Leisure Centre
University of Third Age (U3A) – MOU for the collaborative cost sharing of special events marketing
MOU’s with Bligh Park Community Services and the Salvation Army to participate in a subsidised scheme delivering transport to eligible transport disadvantaged residents via taxi arrangements within the Hawkesbury LGA
Windsor South Public School – MOU for the use of school premises to run a playgroup one morning per week
Hobartville Public School – MOU for the use of school premises to run a playgroup one morning per week

Connect Child and Family & North Richmond Public School – MOU to provide Transition to School Program to families attending school in the next school year

Hawkesbury Community Health - Co-facilitation of parenting programs during school terms

Hawkesbury Community Services Inc, Hawkesbury District Health Service, LINCS, Nepean Blue Mountains Local Health District (Hawkesbury Mental Health) & Hawkesbury Community Services - Partnership approach in providing the COPMI Program (Children of Parents with Mental Illness)

## Our Vision & Values

### **“Connecting People to Family and Community”**

Serving the community  
Striving for excellence  
Productively working together  
Leading by example

## Our Strategic Intent

Peppercorn Services will achieve our vision by working in ways that support our values. We will:

- Understand and respond to community and customer needs
- Deliver flexible and responsive community support services
- Utilise our network of services to maximise positive customer outcomes
- Create and strengthen collaborative partnerships
- Invest in innovation and continuous improvement
- Remain financially viable with a strong financial base
- Have a healthy and strong workplace culture and sound corporate governance
- Be widely regarded as an effective advocate for the Hawkesbury

The current Strategic Plan highlights the following Strategic Directions for the organisation and reflects the elements of the Community Strategic Plan as adopted by Hawkesbury City Council:

- Enhance outcomes for people for all ages
- Provide opportunities for social inclusion & connectedness
- Work with people to enable them to shape their own future
- Provide services to meet the specific needs of the Hawkesbury

- Delivering transport solutions to bring people together
- Embrace communication systems & technology to enhance the capacity of communities to access services
- Expand opportunities for volunteering & social enterprise
- Advocate for transport solutions for the Hawkesbury
- Provide local employment opportunities in community service sector in the Hawkesbury
- Provide access to and enhance community facilities
- Continue to build Peppercorn Services as a first class local community service provider to attract funding to the Hawkesbury
- Minimise the use of resources to reduce our environmental footprint in delivering services
- Actively promote sustainable lifestyles and practices
- Contribute to identifying & advocating for the specific needs of the Hawkesbury
- Take a leadership role in the provision of services
- Plan & manage resources to efficiently deliver services

## Our Management Principals

Peppercorn Services is a non-government organisation. Its governance and management structure reflects the history of its development and the current context of service delivery in the community sector.

Peppercorn operates within a volunteer Board of Governance structure and is an incorporated body. The board is made up of nominated local services and organisations, representatives of Hawkesbury City Council and community members. To ensure ongoing community representation this structure is embedded in our constitution.

The Constitution is reflective of the initial relationship between Peppercorn and Hawkesbury City Council in which council receives the funding from funding bodies and Peppercorn delivers the services on behalf of Council. Governance is provided through the Peppercorn board framework and all operational matters rest with the Executive Officer.

This relationship and model of governance provides for locally based autonomous service delivery to the community, with a high level of corporate governance and community member involvement.

Legislative, Standards and Guidelines compliance are fundamental 'best practice' principles embedded in the framework of the organisation's management governance structure.

## Financial Management

Peppercorn's financial management systems operate in accordance with Australian Accounting Standards and meet the reporting requirements of our funding bodies. Our chart of accounts is based on the Australian Government Department of Finance National Standard Chart of Accounts for reporting by not-for-profit organisations and is compliant with the guidelines set down by the ACNC.

Our budget is broken down into eight different cost centres each with multiple reporting components reflecting the complexity of the organisation.

We undertake a strict financial auditing process utilising the expertise of HG Khouri & Associates, Certified Practising Accountants. The audit is conducted in accordance with Australian Auditing Standards, which require that the auditors comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement. The audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. Procedures selected depend on the auditor's judgement and include the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. The audit also evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial report.

Our audited financial reports are supplied to our funders and will be lodged with the ACNC as required.

Federal, State and Local Government Departments currently provide funding towards the delivery of Peppercorn programs as detailed earlier in this report in 'Funders, Programs & Locations'.

The Executive Officer undertakes the day to day budget responsibility under Delegated Authority. The Board of Governance is provided with quarterly and annual financial briefings on budget versus actuals for monitoring and discussion. The Treasurer's position is unique as it is held by a Hawkesbury City Council employee appointed to the Board of Governance as required by our Constitution and by the fact that Peppercorn auspice services on Council's behalf involving significant financial transactions.

Peppercorn holds comprehensive business insurance with Guild Insurance with Public Liability and Professional Indemnity to \$20 million each, plus general business insurance incorporating Directors Liability and Employment Practices Liability insurances. Our Workers Compensation Insurance is held with GIO.

## Our Continuous Improvement Process

Peppercorn Services as an organisation is committed to continuous improvement and adopting best practice principles. We are in the process of amalgamating our existing cross organisation Policy & Procedure manuals with up to date continuous improvement processes and best practice. This will empower us to implement a Quality Assurance System that will build on our existing practices to ensure:

- One whole of organisation Quality Management System that is reviewed and updated on an ongoing basis
- A system that is hyperlinked to ensure easy access with the introduction of a cross organisation intranet
- A website which meets the Australian Government Web Content Accessibility Guidelines
- Organisational Risk Management Plan, including Work Health & Safety (WHS)
- Analysis of continuous improvement opportunities
- Identification of relevant legislation, regulations and standards pertaining to service operations
- A human resources system which identifies expected Key Performance Indicators for all positions thereby forming the basis of the performance management system, including allowing individual training needs to be identified that will directly contribute to the growth of each individual team member.
- All Policies, Procedures and Documents linked for easy access
- Continuous improvement registers record service improvement/development
- Policies, Procedures and Documents detailing review dates, amendments made and approvals provided
- Service specific processes in one overarching quality system

## In Conclusion

In conclusion we would like to highlight why you may want to consider joining Peppercorn Services Inc, as a partner in providing services to our community:

- Experienced Corporate Management Structure
- Full compliance with relevant Legislation, Standards & Guidelines
- Inclusion of partners in our service promotion
- Sharing of resources and expertise

Peppercorn Services highly values its employees and volunteers alike and sees them as our most important asset. We are an equal opportunity employer and strive to be an employer of choice. Training is provided specific to positions held, and a generous Peppercorn provided paid parental leave policy is in place. Advancement by further tertiary education is encouraged, with eligible employees receiving financial and leave assistance to complete their studies. Team building is held within each service on a regular basis and our annual organisation wide team event is a highlight of the year.

Peppercorn's end of year celebrations are the forum for our annual employee and volunteer awards with reward and recognition the centre point of the event. It is widely attended by Board Members, employees, volunteers and members of the wider community.

You will not find another community organisation more committed to the communities we serve in assisting people to achieve their goals. The people within Peppercorn are reflective of our stated values to serve the community and to always strive for excellence by working together and leading by example.

Upon request we can provide copies of and further information on:

- Specific services
- Strategic Plan
- Audited Financials

## Contact Details

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