



Annual Report 2013–2014



Northcott is a leading not-for-profit services provider, supporting children and adults with disabilities and their families and carers in New South Wales and the Australian Capital Territory.

The services and support we deliver can often mean the difference between a life of isolation and a life of greater confidence and independence.



Our Patron

We are honoured to have Her Excellency Professor The Honourable Dame Marie Bashir AD CVO, Governor of New South Wales as our Patron. As her term as Governor comes to an end, we wish to express our gratitude for her support over the past 13 years.

Our Purpose

Build an inclusive society where people can live the life they choose.

Our Vision

Grow our services because clients choose us as their provider of choice.

Our Values

We strive to foster a workplace where staff display our core values:

- ▶ Friendly and considerate
- ▶ Committed and enthusiastic
- ▶ Innovative and responsive
- ▶ Ethical and courageous
- ▶ Professional and competent.

Traditional Owners

Northcott acknowledges the Traditional Owners and custodians of this land where we work and pay our respects to their Elders, past, present and future.

Together we acknowledge the contributions of Aboriginal Australians and non-Aboriginal Australians with a disability to this country, and reaffirm Northcott's purpose of building an inclusive society where people can live the life they choose.

Our Name

Northcott is named in honour of the first Australian-born Governor of NSW, Lieutenant-General, Sir John Northcott KCMG, KCVO, CB, CtStJ, who was Northcott's Patron from 1946–57.

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Annual Report (Part 1) and Financial Report (Part 2)

Together these documents report on Northcott's activities and achievements in relation to our services, support and financial performance during 2013–14. They are written for Northcott's many and varied stakeholders, which include existing and potential clients and their families and carers, staff, donors, volunteers, community partners, other service providers and businesses, and government agencies. The Financial Report 2013–14 containing the full financial statements is available from www.northcott.com.au

Authority

The Northcott Society, trading as Northcott, is a registered charity and has been endorsed by the Australian Taxation Office as a tax deductible gift recipient for charity tax concessions. The Northcott Society holds a charitable fundraising authority under Section 16 of the Charitable Fundraising Act 1991.

The Northcott Society is a public company limited by guarantee and is taken to be registered as a company under the Corporations Law of New South Wales.

ABN: 87 302 064 152

ACN: 000 022 971

Annual General Meeting

Northcott's 2014 Annual General Meeting will be held on Thursday 6 November 2014.



Our history

Northcott was established in 1929 by the Rotary Club of Sydney as the NSW Society for Crippled Children. The Society was formed in response to the polio epidemic and the growing number of children left with the effects of illnesses such as polio and tuberculosis. At the time, Northcott provided services to children with tuberculosis, polio and other diseases who had been isolated and excluded from the community.

The organisation grew quickly driven by the mission 'to build an inclusive society where people can live the life they choose'. From the 1950s, the organisation expanded to provide a range of services and support to meet the demand from people with a range of disabilities and their families and carers. In the last 20 years, new services such as employment programs and life skills centres, as well as more regional offices have opened, making Northcott one of the largest disability service providers in Australia.

About Northcott

Northcott is a not-for-profit disability services provider supporting children and adults with disabilities, and their families and carers in New South Wales (NSW) and the Australian Capital Territory (ACT).

We support people with physical, intellectual and rare or lesser-known disabilities to reach their full potential and live the life they choose. Our services and support promote a genuinely inclusive society where children and adults with disabilities can participate fully in their communities. We work in partnership with clients, stakeholders and other service providers to assist people and their communities achieve their goals.

We work with more than 13,600 people, including almost half this number who live in regional and rural areas. Our approach is to encourage the people we support to take an active role in their own decision-making, giving them choice and control over how they would like to be cared for and treated.

We provide more than 100 different services and programs across all life stages from newborns to older people with disabilities and older carers. Our support covers Accommodation, Employment and Life Skills, Equipment and Technology, Individual and Family Support, Recreation and Respite and Therapy. We are also proactive in raising awareness in the wider community about people with disabilities and their rights and needs, and advocating for reform and best practice in the disability sector. We are registered to provide supports for participants of the National Disability Insurance Scheme.

To continually improve our services and ensure we remain relevant to the needs of people with disabilities and their families and carers, we evaluate the performance of many of our services and conduct and take part in research projects.

Government funding enables us to run many of our services and programs. Where there is no government funding or limited support, we rely on donations and grants from individuals, organisations and community groups to fund our work.

In 2013–14, Northcott's operating revenue was \$41.9 million.

Disability in Australia

In Australia, we do not treat people with disabilities with the dignity and respect they deserve.

People with disabilities are more likely to be unemployed, more likely to be less educated and more likely to be excluded from social and community life than those without a disability. According to a PwC report into disability in Australia released in 2011, Australians with a disability are some of the most disadvantaged people in our community, with 45% of those with a disability living in or near a state of poverty.¹ This is more than 2.5 times the rate of poverty experienced in the general population and more than double the Organisation for Economic Co-operation and Development (OECD) average of 22%.²

In November 2013, the Australian Bureau of Statistics published findings from its 2012 Survey of Disability, Ageing and Carers. The survey estimated that 4.2 million Australians, or 18.5% of the population,³ had a disability.⁴ The survey also found that 2.7 million Australians provided informal care to an older person or person with a disability, with 29% of these people identifying themselves as the primary carer.³

These statistics are disturbing and much work needs to be done to build an inclusive society where people can live the life they choose.

One of the keys to bringing about this change is the introduction of the National Disability Insurance Scheme (NDIS). The NDIS has been described as the largest and most significant social policy reform in a generation.

The scheme will see a significant increase in funding for the sector with funds being allocated to individuals, rather than service providers like Northcott. Those people will then have the opportunity to choose who should provide their support.

There is an expectation that tens of thousands of people who currently receive no formal support will be better off and all those receiving funding will have choice and control over the services they receive.

Northcott is fully supportive of the NDIS and is currently working closely with clients and the National Disability Insurance Agency in two trial sites - the Hunter region in New South Wales (NSW) and in the Australian Capital Territory (ACT).

From July 2016, the full NDIS will progressively roll out in NSW and by July 2018, all eligible NSW residents will be covered. In the ACT, the trial scheme began on 1 July 2014, with full coverage expected by July 2016.

¹ PwC, *Disability expectations - Investing in a better life, a stronger Australia*, PwC, Canberra, 2011, pp.9-11.

² Organisation for Economic Co-operation and Development (OECD), *Sickness, disability and work: Keeping on track in the economic downturn - Background paper*. Cited in: PwC, *Disability expectations - Investing in a better life, a stronger Australia*, PwC, Canberra, 2011, p 9.

³ Australian Bureau of Statistics, *Survey of Disability, Ageing and Carers: Summary of Findings*. No. 4430.0, ABS, Canberra, 2012.

⁴ The 2012 Survey of Disability, Ageing and Carers (SDAC) defines disability as "any limitation, restriction or impairment that restricts everyday activities and has lasted, or is likely to last, for at least six months".

Nearly **one in five** Australians has a disability.³

Every week, five Australians sustain a spinal cord injury.¹

Every **7 hours**, an Australian child is diagnosed with an autism spectrum disorder.¹

Every **15 hours**, a child is born with cerebral palsy.¹

45% of those with a disability live in or near a state of poverty.¹

Nearly **3 million** Australians provide informal care for a person with a disability or older person.³

What we do

We provide services and programs across six priority streams. Our programs and services are funded by government, other sources or from donations raised through our fundraising efforts. We are registered to provide supports to participants of the National Disability Insurance Scheme and provide assistance to people with individualised or self-managed solutions.

We continually explore new ways to effectively deliver services and programs that reflect clients' needs. We are committed to working in partnership with mainstream services to promote inclusion for people with a disability.

Go to www.northcott.com.au for information about all our services.



We took clients from our Tamworth Community Participation program sailing

Accommodation

We offer a range of accommodation options for people with disabilities looking to lead more independent lives. Our range of short term accommodation and independent living skills development programs give people with disabilities the skills to prepare for living independently in their own homes. We assist people to learn important skills such as cooking, cleaning and budgeting. We have a range of purpose-built accommodation places for people with high support needs who want to live more independently and get involved in the community. We also provide support services including supporting our residents or people living in their own homes to take part in community activities, go shopping and care for themselves.

Employment and Life Skills

We support people with disabilities to access employment opportunities and be involved in the community. Our Life Skills programs help young adults and people with disabilities to build confidence, get more involved in the community and learn important life skills. We assist people to take part in activities such as music, sport, volunteering, community events and outings and pursue their individual goals. Our Employment service supports people with a disability to find work, and assists businesses to fill vacancies. Through our Transition to Work programs, we support people to get relevant skills to enter the workforce or access tertiary study after finishing high school.

Equipment and Technology

We support people with disabilities to improve their communication and mobility by working with them to create solutions that meet their equipment and technology needs. This includes giving tailored advice for their needs and providing equipment on loan for trial. We also make, repair and modify wheelchairs, seating cushions and other equipment. Our equipment experts and therapists work together to ensure clients have the best equipment and devices to support their needs at home, at school, in the workplace or in the community.



Matthew accesses our Individual and Family Support services for assistance with his son



Lam attends our Life Skills program to build his skills and confidence



We assisted Cindee to take her first steps in her new ankle-foot orthoses



Individual and Family Support

Our Individual and Family Support services help people with disabilities, their families and carers to achieve their goals and understand the disability service system on their journey from pre-diagnosis to adulthood. We support clients and their families to meet others in a similar situation, access relevant groups and services and receive assistance if they are facing a time of difficulty or crisis. We have a Person Centred Behaviour Support Team who work with clients and families to come up with practical ways to deal with concerning behaviour. We also provide support for clients with individualised and self-managed funding so they can develop a support plan, choose and manage support staff and have control of their funding.



Recreation and Respite

We support children and adults to participate in sporting, recreation and leisure activities that bridge the gap between ability and disability in the community. Our recreation service provides ways to support people to make new friends, get active and take part in activities with others the same age. We also run sporting carnivals, camps and individual and group weekends away for clients and their family members. Our respite services give parents, siblings and carers a break from their caring role and provide children and adults with a disability with a home away from home to develop their independence and social skills. Our centre based and group respite activities allow people to mix with others in a similar situation.



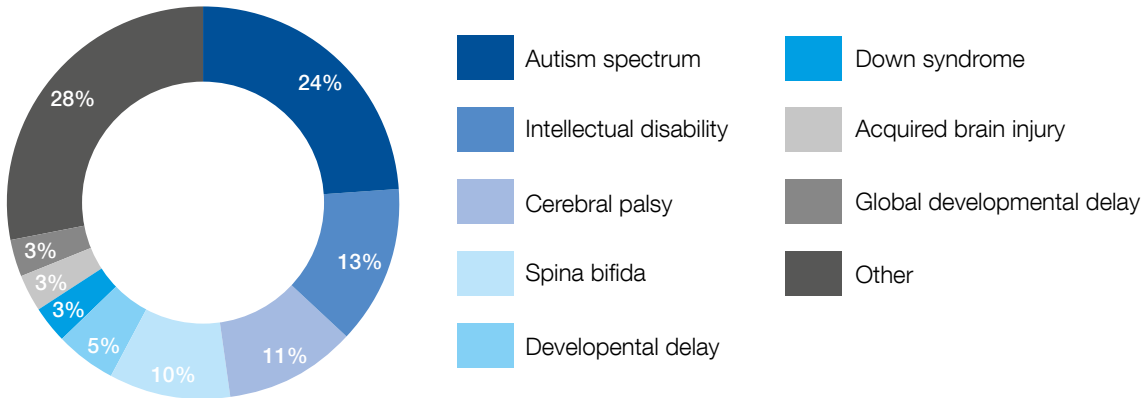
Therapy

Our team of therapists support people with disabilities to improve their mobility, communication skills and ability to interact socially with others. Our therapy services include but are not limited to the allied health professions of occupational therapy, speech pathology, psychology, physiotherapy, counselling and educators. Therapists work with clients, their families, the community and other service providers to develop and help implement strategies and tools to use at home, school, work and within the community. We provide a range of general and specialised therapy services which include early childhood intervention, assistive technology, paediatric spinal services, Spina bifida resources for adults and Autism spectrum support.

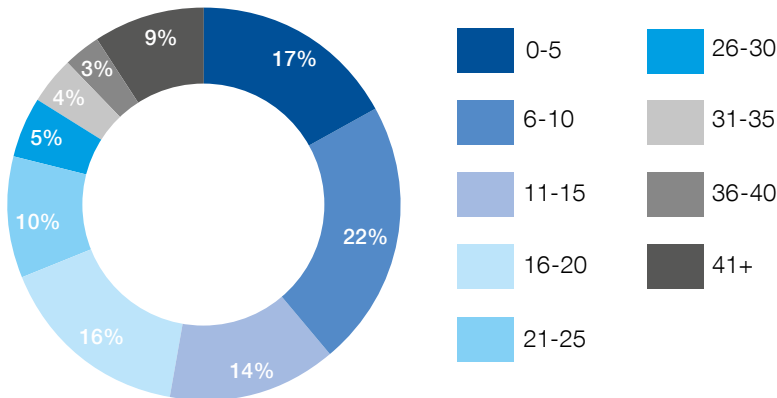
Who we support

In 2013–14, our support and services reached more than 13,600 people living in New South Wales and the Australian Capital Territory. This included more than 5,400 children and adults with disabilities, and thousands more parents, siblings and carers. Visit www.northcottannualreport.com.au/2014 to view a map of where our offices are located, or see the back cover for contact details.

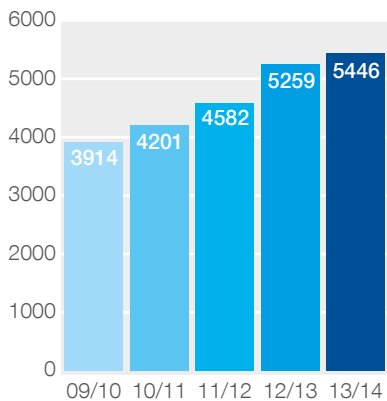
Our clients' disabilities 2013–14



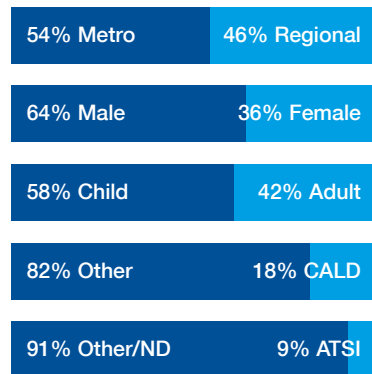
Our clients' ages 2013–14



Number of people with disabilities we supported



More about our clients in 2013–14



CALD: Culturally and Linguistically Diverse
 ATSI: Aboriginal and Torres Strait Islander
 ND: Non-disclosed



Primary and high school students attended our annual athletics carnivals

Chairman's report



Michael Briggs
Chairman

Northcott finished the 2013–14 financial year with strong growth in our operations driving an increase in Northcott's operating revenue to \$41.9m, up 15%, with a surplus for the year of \$1.7m, including \$0.4m of capital grants income. This is a very good result considering the Board's conscious decision to invest in marketing, IT and additional resources to enhance our preparation for the National Disability Insurance Scheme (NDIS).

National Disability Insurance Scheme

Northcott has made good progress in preparing for the NDIS. We completed the implementation of a new client management system on budget. We have made great progress in the Hunter launch site in NSW, and are well prepared for the start of the NDIS in the ACT. Our focus on innovation in recent years is paying off as we have shown to be able to evolve and adapt to the NDIS challenges. A number of service innovations are testament to this, including the transdisciplinary packages we are now successfully offering in the Hunter.

New opportunities

In 2013 the NSW Government announced that it would be devolving to non-government organisations all the disability services it provides. This presents an opportunity for Northcott to grow by taking on some of these services. The process by which this will happen is not yet clear, but Northcott management and the Board are monitoring this with interest. Rest assured that we intend to take a disciplined approach to this to ensure that we do not expose the organisation to undue risk.

Financial impacts

The move to the NDIS has some potentially significant financial impacts, not least of which will be on the working capital that we will need to operate under the scheme. We have commenced modelling the likely impact of this to ensure that we can manage this appropriately. We are fortunate to have a very strong balance sheet that allows some options and flexibility in meeting this challenge.

The Board expects that there will be an increase in the number of mergers and amalgamations in the sector as organisations come to terms with the requirements and likely impacts of the NDIS. We are very open to considering options for working with other organisations and we are currently working with an organisation in a regional area with a view to absorbing their operations.

Thank you

I would like to thank the Board, management and staff for their significant contribution this year. Much has been achieved – constant change can be stressful, but management and staff keep finding a way to overcome the challenges and provide great outcomes for our clients and their families.

CEO's report



Kerry Stubbs
CEO and Managing Director

2013–14 has been an exciting and fulfilling year for Northcott and the people whom we support. There are three major themes that I think best describe the year, and signal where we are heading in the future.

National Disability Insurance Scheme (NDIS)

This year Northcott had its first experience of working with the National Disability Insurance Agency to begin the trial of the NDIS in the Hunter region. While we have been anticipating this for some time, beginning the trial was both an exciting and unnerving experience. We experienced all the teething problems and benefits of introducing a total change in the system, and learnt a great deal along the way. We have discovered:

- ▶ Clients don't really understand what services they currently receive, because they have largely had to take what is available without much opportunity to tailor services to their own needs. When given the opportunity, clients often choose different services and different ways of providing those services, and are more specific and demanding than they have been in the past. This is a welcome change, as it begins to give people with disabilities the opportunities that all consumers have in our society to choose what they need and want.
- ▶ New clients who have had little contact with the disability system can benefit a great deal from the services we offer. The NDIS has allowed us to introduce and grow services for these families and clients. For example, we have begun offering transdisciplinary packages for parents with young children in the Hunter. This has been very successful in meeting needs and giving families the opportunity to foster the development of their children in a cohesive manner.
- ▶ Old ways of doing things will change. As funding models have changed, we have transitioned out of some services and handed them over to new providers. Similarly, we may choose not to deliver some of the services we have offered in the past. Increasingly, what we do will be dictated by client demand and where funding is available. This presents both opportunities and threats to us.
- ▶ Our Strategic Plan has served us well over the last few years in putting in place the right systems and processes to meet the new demands, although we still have much to bed down. Our investment in IT, facilities, people and processes have all been vital, and we still have more to do.
- ▶ Too much communication is impossible in these changing times. We need to keep clients, staff, supporters and governments informed of what we are doing and how we are doing it.

Innovation

Change always brings opportunities. This year, we introduced new services and programs, such as the *All In!* website, the transdisciplinary model of early intervention, new accommodation models at Parramatta's Merv Wright House, and the 'Feel the Vibe' sexuality expo, to name but a few.

At the same time, we have reviewed the way in which we deliver our programs and services, with emphasis on increasing individualisation, ensuring quality standards for all services, and evaluation and measurement to ensure we continually improve how we do things. Continuing to listen to clients and staff, together with our new client management system, will help us drive those innovations and improvements over time.

This innovation drive has meant continuing to look outwards, to see where there are needs that we can fill, and to find better ways to do what we do. We expect to intensify this activity over the coming years, and may well add very different service types, while keeping true to our mission of building an inclusive society where people can live the life they choose.

We will also look for new ways of funding programs and services. Already we have begun to engage our valuable supporters in discussions about funding for the future, as we become aware of those services that won't be covered by the NDIS, or which haven't even been thought of by governments.

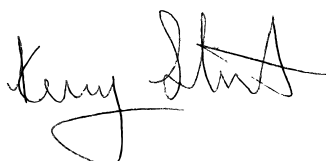
Community and stakeholder engagement

Northcott sprang from the community, and today our closeness to the community remains. Our regionalised model means that staff in each geographical area are close to their local community, and well aware of community strengths and needs.

Community support in terms of donations, volunteers, family and client support, and partnerships with other disability and mainstream organisations is vital if we are to support our clients to achieve full engagement in their local communities. We rely on local business for work placements, job opportunities and many other types of support. We rely on local education providers, sporting and service clubs, family support groups and social groups. We particularly value our many volunteers, including local fundraising groups, who work closely with us and our clients. Each is vital to us.

As we grow and change we will continue to engage these communities so they may spread the word to potential clients about how we can assist them, and continue to work with them in a spirit of inclusion and partnership.

We also hope to inspire new supporters who will wish to support the work we do to meet the needs of the marginalised in society. We believe a strong community that supports and encourages participation for all benefits each and every member of that community.



The year ahead

As we move into the new year, we will begin to expand our services under the NDIS in both the Hunter and in the ACT, where the scheme was introduced on July 1 2014. We will continue to grow our footprint, both geographically and in new service types, and we will search for new and better ways to do what we do.

I would like to take this opportunity to thank all our friends and supporters, and invite you to continue the journey with us.

The year in review

2013

July

The National Disability Insurance Scheme (NDIS) commenced in four trial sites across the country, including the Hunter region in NSW, where we provide services and support. To support and align our service delivery under the NDIS, we developed and refined new and existing business processes, internal systems and service models. Over the course of the year, we attracted 20 clients covered by the scheme. Across the organisation, we continued to prepare for the full NDIS roll out by up-skilling staff, adapting services, providing information to communities and educating clients.

August

We launched our inaugural Reconciliation Action Plan (RAP) that was developed by a working group of Aboriginal and non-Aboriginal staff members, in collaboration with Reconciliation Australia. The RAP has led to closer engagement with Aboriginal and Torres Strait Islander individuals and communities, the development of new support groups and programs to meet community needs, and greater cultural awareness across our workforce.

September



We hosted Walk With Me events in four locations in NSW

October

We placed increasing importance on evaluations of our services and programs, not only to meet requirements set by funders, but also to ensure continuous improvement in the services we deliver. Throughout the year, several programs and service models were evaluated to identify service gaps and areas of improvement. See page 75. Staff and clients were also involved in research projects to test interventions and services and build evidence-based knowledge to influence policy initiatives and practice. See page 44.

November



Children with disabilities enjoyed our recreation camps throughout the year

December

Our Person Centred Practice and Culture team delivered more than 100 workshops and presentations to clients, staff and external organisations in the 2013 calendar year. We are now recognised as a leader in person centred practice with the monthly Person Centred Newsletter distributed to more than 2,000 email addresses and our client and staff person centred champions invited to speak about their experiences at many events and forums. In early 2014, we trained our first regional person centred champions in Wagga Wagga. See page 53.

2014

January

We continued to see an increase in the number of people with disabilities we support and their families and carers as a result of new funding from a range of sources and new services and programs offered in areas of demand. Our Employment and Life Skills services and Recreation and Respite services, in particular, attracted many people who had never selected Northcott's services previously. For example, we started new Transition to Work programs in Moree and Penrith and attracted 15 new school leavers to our Casula program.

February



Kids from local schools joined in the fun of our swimming carnivals

March

For the first time, we supported staff and clients to participate in Sydney's Gay and Lesbian Mardi Gras. This was an important initiative to promote awareness of disability to the wider community and give people with disabilities the opportunity to take part in a community event they otherwise may not be able to. We also held the first 'Feel the Vibe' expo on sexuality and disability for people with disabilities. This ground-breaking event lifted the lid on taboo topics and provided a forum for people with disabilities to talk about issues of importance to them. See page 32.

April

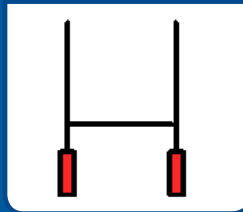
The finishing touches were put on our new accommodation complex in North Parramatta funded by the Department of Human Services. The innovative project, established in partnership with Evolve Housing, has four apartments for people with disabilities and one three-bedroom apartment for support tenants (people without a disability) who provide informal afterhours support to the residents. See page 24.

May

We began preparing for the implementation of a new client management system to replace paper-based client files. The new software represents a whole new way of managing our client information and will also integrate with our operational reporting and evaluation activities. See page 74.

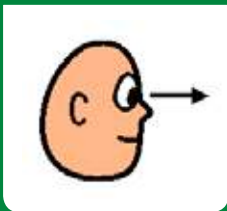
June

We closed the year in a strong financial position, with operating revenue of \$41.9 million. Revenue from fundraising efforts was also slightly higher, with significant growth achieved by the monthly giving program, which now has over 1,000 monthly donors. Government funding continued to be an important revenue source, and while funding structures are expected to change in the future, we are confident that we can attract individual funding as well as funding from other sources such as community development opportunities. See pages 82–87 for the financial summary.



Purpose

- To build an inclusive society
- People have equal rights
- People are together in the community
- People are treated the same way
- People can live the way they want to live



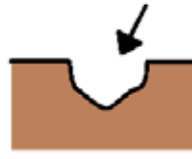
Grow and evolve services that drive inclusion, innovation and scale

equal rights



To review what we are currently doing to ensure we are working towards equal rights

gaps in services



To listen to people about seeing where gaps are in current services




Lead and Influence the sector and public to change for the benefit of clients and the community

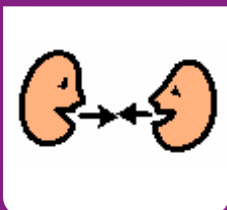


To help the public recognise Northcott

make



To make resources to call attention to Northcott



Drive a dynamic person centred workforce, workplace and culture

involvement in services



Clients to be involved in all aspects of their service

clients' wants/needs heard

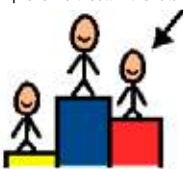


To help clients' wants and needs be heard and helping them to do what is important to them



Build a sustainable organisation fit for the future

improve Northcott in the future



To look for ways to continue to improve Northcott in the future

raise money for Northcott



To find new ways to raise money to help Northcott grow

This version of the Strategic Plan was developed specifically to be distributed to the public, and in particular, people with communication barriers.



Values

- To be friendly and respectful of others
- To be dedicated and keen to help
- To be creative and quick to respond
- To provide a fair and honest service
- To be professional and do what we say we will do

run new services to help

To look into, and run new services so we can further help the community

strengthen networks

To strengthen our networks of support in the regions where we currently have offices

research plan

To start and build Northcott's research plan

present at conferences

To present at conferences for people to know who Northcott are to continue to help our clients

staff increase skills

To encourage staff to increase their skills

staff stay at northcott

To make Northcott a great place to work so staff stay at Northcott

improve technology at Northcott

To improve the computer technology at Northcott

use Northcott services

To encourage people to use Northcott's services



Children of all ages and abilities enjoy our recreation camps

Achieving our Strategic Plan

Grow and evolve services that drive inclusion, innovation and scale

Key milestones and achievements FY2014: pages 20–35

Activity	Initiatives	Progress
Evaluate and improve existing services to drive and lift social inclusion	Develop evaluation tools and approach	✓
	Evaluate priority areas	➔
	Implement service improvement plans	➔
Explore and deliver new service opportunities	Develop and commence a respite strategy	✓
	Explore with Lifetime Care and Support services for children with acquired brain injury	✓
	Establish decision making guide to inform business growth	✓
	Better use of information from clients, research and government priorities to identify service needs	➔
	Refine and implement sustainable models for individualised funding	✓
	Establish our directions and solutions for self-directed funding models	✓
	Develop and commence accommodation strategy	✓
	Develop social housing strategy	✗
Explore and develop innovative services	Strengthen mechanisms to capture and encourage client and staff innovation ideas	✓
	Identify funding pool to support service innovation trials	✓
	Explore concept of centralised intake service	➔
	Expand our capacity to deliver therapy through new service models	✓
	Identify innovative ways to deliver therapy services to areas of unmet need	✓
	Collaborate with our network of partners to identify innovation opportunities	➔
Strengthen our regional footprint	Strengthen systems of support in current regions	✓
	Strengthen local partnerships and relationships within regions	➔
	Identify needs and opportunities for service development in local areas	➔
	Methodology to capture and translate local unmet needs	✓
	Establish and deliver local relationships and community engagement plan that position Northcott as a leader in the local area	✓

KEY: ✓ Achieved + Partially achieved ➔ ongoing ✗ Not yet achieved

Lead and influence the sector and public to change for the benefit of clients and the community

Key milestones and achievements FY2014: pages 38–47

Activity	Initiatives	Progress
Well positioned and connected Northcott	Website redevelopment and establish social media strategy	✓
	Establish kit and resources to present Northcott consistently and uniformly	➔
	Refine and implement government relations strategy	✓
	Identify, develop and promulgate formal position statements on issues of concern	➔
	Establish information and feedback mechanisms from regions to guide Northcott	➔
	Develop and implement media and marketing plans of organisation and local levels	➔
A credible research voice	Review, update and implement our research plan	➔
	Strengthen engagement with universities and other research providers in the areas we operate	✓
	Presentations at state, national and international conferences in areas of expertise and ongoing contribution	✓
Profile and presence in the sector	Presentation at National Disability Services NSW State conferences	✓
	Establish external committee memberships and representation plan	✓
	Continue our targeted response to key government inquiries	➔
	Advocate sector wide for proper recognition and payment for staff in disability sector	➔
	Leverage our membership of National Disability Insurance Scheme campaign to the broader community	✓
	Strengthen policy and approaches to student placement in Northcott	✓
	Determine key areas of expertise where Northcott will host forums for the sector	➔

KEY: ✓ Achieved + Partially achieved ➔ ongoing ✗ Not yet achieved

Drive a dynamic person centred workforce, workplace and culture

Key milestones and achievements FY2014: pages 50–61

Activity	Initiatives	Progress
A workforce enabled to deliver person centred approaches	Enact Northcott's PATH	✓
	Implement the person centred approaches plan	✓
	Support person centred champions across the workforce	➔
	Investigate how we can support clients in their choice of support workers	✓
	Develop systems, processes and technologies to support person centred planning and delivery	✓
	Develop person centred appraisal system	✗
Invest in our workforce and workplace to enhance delivery	Enable strategic secondments and exchanges for staff	➔
	Formalise and implement client consultation framework and process across Northcott	➔
	Review and improve the supervision and performance appraisal framework for Northcott	✓
	Better internal promotion of Easter Seals, Ability First and Cerebral Palsy Australia resources and relationships	✓
	Finalise and implement human resources and training plans	✓
	Investigate innovative ways for staff to provide services in rural and regional areas	➔
	Explore opportunities for more flexible work practices to improve responsiveness to clients	➔
	Review and Implement diversity plans (including for Aboriginal, disability and culturally and linguistically diverse groups)	+
A culture more aligned with our values	Develop behavioural statements to underpin organisational values	✓
	Reflect Northcott values in client charter and contracts	✓
	Conduct sessions to unpack values for all staff	✓
	Reflect values in recruitment, induction, position descriptions, training and performance management systems	✓
	Reflect values in rewards and recognition systems	➔
	Staff 360° of management	✗

KEY: ✓ Achieved + Partially achieved ➔ ongoing ✗ Not yet achieved

Build a sustainable organisation fit for the future

Key milestones and achievements FY2014: pages 64–87

Activity	Initiatives	Progress
A future-focussed, external-looking organisation	Identify opportunities for senior staff to participate on influential external groups of communities	✓
	Broaden strategic planning process	➔
	Establish forums for Board and staff to think about the future	+
Broaden and grow our revenue base	Implement the fundraising plan	✓
	Grow the number of people who financially support Northcott	✓
	Explore ability to attract fees from fee-paying clients	✓
	Refine and implement sustainable models for individualised funding	✓
	Investigate establishing a Northcott Foundation	✗
Systems to sustain our capacity and growth	Develop and implement three-year IT investment plan	✓
	Establish quality management system (aligned with National Framework)	➔
	Scope and implement client record and management system	✓
	Refine risk management framework and implement incident management system	✓
Improve the evaluation of the organisational performance	Establish strategic plan reporting cycle to the Board	✓
	Establish quarterly strategic plan monitoring and review cycle	✓
	Refine key metrics and priorities for annual business planning process	✓
	Strengthen business planning process	✓
	Progress a transparent and consistent system for allocating overheads that is understood by all staff	✓
Improved social responsibility effort	Review our environmental strategy	✓
	Establish board governance review process	✓
	Develop workplace giving policy for Northcott	✓
	Develop staff volunteering policy around charitable causes	✗
	Develop a social responsibility report for our staff	✗

KEY: ✓ Achieved + Partially achieved ➔ ongoing ✗ Not yet achieved



"Zoe's physiotherapist told me about Northcott and we met [Northcott family support worker] Erin in February when Zoe had just turned one. We went to Northcott so we could have extra help and support.

Zoe has a rare physical disability known as amyoplasia. This affects her muscular development and growth, her joints and her movement from the waist down.

My family plan involves raising awareness for Zoe's condition and getting her a wheelchair when she turns three or four years of age.

Being involved in the *All In!* launch was heaps of fun. I wanted to be involved for Zoe because I want to raise awareness about her disability.



I feel excited for Zoe's future as I watch her go through her milestones, but I'm also anxious. I hope she can interact with other kids at school even if she is in a wheelchair and I hope she doesn't get bullied. I don't know what's going to happen in the future, but I hope Northcott will still be supporting us.

Zoe and I have been going to Northcott events. It has helped because I can interact with other parents that have children with disabilities and Zoe can try interacting with other kids.

Since we have linked up with Northcott, Zoe, my family and I don't feel so alone. It feels like we have a second family. I am also grateful for Erin's help."

Stevie, mother to Zoe, 1

I want to raise awareness





Nicole and her sons attended one of our playgroups



Strategic Objective 1

Grow and evolve services that drive inclusion, innovation and scale

5,446

people with disabilities supported



New support groups for Aboriginal and Torres Strait Islander people



First 'Feel the Vibe' expo on sex and intimacy



New partnership supporting asylum seeker families

10

new units for people to live in their own home



More partnerships with mainstream service providers

All In!

The Inclusion Guide, a website supporting inclusion for young children with disabilities

NDIS

service delivery in the Hunter

35

therapy workshops to 500 participants

National Disability Insurance Scheme

The National Disability Insurance Scheme (NDIS) commenced in four launch sites across the country in July 2013. In the Hunter trial site, we provided services to 20 children and adults with disabilities covered through the scheme. We also developed and commenced a new Transdisciplinary Early Childhood Intervention service, based on best practice in early intervention. Since we started this service in January 2014, eight NDIS clients in the Hunter who had not previously used Northcott services have accessed the service.

To support and align our service delivery under the NDIS, we developed and refined new and existing business processes, internal systems and service models.

The coming year

With the Hunter trial site expanding to include Lake Macquarie Local Government Area (LGA), we will continue to grow and attract new NDIS business in the area. We will move our existing services in the LGA, such as the Mount Hutton Long Term Accommodation service, to NDIS and further refine and streamline business processes, systems and service models.

To support our services in the new ACT trial site, launched in July 2014, we are opening a new office and will deliver services including Transdisciplinary Early Childhood Intervention, and Vocational and Life Skills programs to ACT NDIS participants. In addition, our existing ACT services, including our accommodation service and after school and vacation care services will transition into NDIS.

From an organisation perspective, we will focus on expanding the promotion of our NDIS specific services, and educating staff about the NDIS and our service model changes. We will continue to educate and inform the people we support about the NDIS and further develop the support we provide to those transitioning to the scheme.

Individualised and self-managed options

This year, 45 people (up from 19 in the previous year) came to us for support with managing their own funding packages. This corresponded to a funding increase from \$776,000 to more than \$1.7 million. Through this service model, we gave people greater control over how their funding is administered, managed and spent, and supported them to recruit and coordinate their supports, manage their budget and organise and pay for supports and services.

Work in this area has been the basis for supporting the thinking, design and development of our NDIS service delivery.

The coming year

With more individualised funding packages becoming available across the state, we will aim to attract these people by promoting our service and exploring ways to improve our service model.

To support ongoing improvements, we are establishing a framework to monitor and evaluate delivery against our service model. Feedback from the people we support will also be used to refine our service model.

Working with Aboriginal communities

We launched and implemented our first Reconciliation Action Plan (RAP) in August 2013. This plan aims to improve the way we support Aboriginal and Torres Strait Islander clients and their communities. It also commits to providing a supportive working environment for Aboriginal and Torres Strait Islander staff.

Across our offices and service streams, we continued to build relationships with Aboriginal organisations, local communities and Elders to learn more about Aboriginal and Torres Strait Island culture and provide services that meet community needs and aspirations. We have since developed a number of programs in partnership with Aboriginal and Torres Strait Islander organisations and Elder groups, which focus on Aboriginal and Torres Strait Islander children with a disability and support for their parents or their carers.

This year, our popular monthly Macarthur Yarning Circle for Aboriginal Carers was recognised for its contributions to the local community with a Highly Commended Award in the 2014 Zest Awards. The group has run for the past four years in partnership with The Haven Project, Macarthur Community Options and Macarthur Disability Services to support the recreational and wellbeing needs of Aboriginal and Torres Strait Islander carers in the area.

We worked closely with the Ngallu Wal Aboriginal Child and Family Centre and the Koolyangarra Childrens Centre to provide recreation activities for Aboriginal and Torres Strait Islander children with a disability and their siblings. We also provided additional support for carers through respite outings, information sessions and family support.

In Tamworth, Northcott received an award during NAIDOC week from the Kamilaroi Ageing and Disability Services Elders Group for ongoing support and assistance through support groups and for providing them with resources to participate in community activities.

The Moree Office continued its ongoing partnership with Miyay Birray Youth Centre through various school holiday activities such as family fun days and sporting activities. Additionally, this year we ran an inclusive supported playgroup for Aboriginal and non-Aboriginal children and their carers.

The coming year

We will continue improve the way we work with and support the NSW Aboriginal and Torres Strait Islander community as we enter the second phase of the Northcott RAP for 2014–15.



Children from all backgrounds enjoyed sensory and recreation activities at the Koori Kids Club



Service aims

People with disabilities

- ▶ live independently on their own or in share houses.
- ▶ have a choice of affordable housing options.
- ▶ learn skills to live independently, such as cooking and budgeting.
- ▶ choose the care and support services they want.
- ▶ participate in their local community.

Accommodation

New housing services

This year, in partnership with housing providers, we opened two new supported accommodation services and began to provide support services for our first ACT-based accommodation service.

Nine young people with disabilities who were previously living in nursing homes moved into purpose-built villa style units in Guildford. Construction of the complex was funded by Family and Community Services, Ageing, Disability and Home Care under the Younger People in Residential Aged Care (YPIRAC) program, which supports young people with a disability living in or at risk of entering residential aged care. We worked in partnership with St George Community Housing who received the funding to build the complex. Our staff provide support services for the residents 24 hours a day, seven days a week.

Merv Wright House in North Parramatta was established in partnership with Evolve Housing, with funding provided by the Department of Human Services under the Supported Accommodation Innovation Fund. In a unique service model, this complex has four apartments for people



Pictured with her family, Mereseini (front) lives in our new complex in Guildford

with disabilities and one three-bedroom apartment for support tenants (people without a disability) who provide informal after hours support to the residents. The added benefit of this model is community inclusion for our residents. The development was awarded a Platinum Level rating by Livable Housing Australia in recognition of its design and safety features and has also been recognised by the NSW Disability Industry Innovation Awards for its innovative design and support system inclusions.

Residents, many who had never lived independently or away from their parents, moved into the complex in early 2014. Read what moving into his own home means for Andy, one of the residents, on page 62.

We began to provide support services to residents living in Chifley House in the ACT at the end of 2013. This property was previously supported by Disability ACT. The house, which provides specialist long term accommodation for individuals living with Autism and other complex disabilities, is managed by a local housing provider with our support staff delivering individual and social supports according to each resident's Individual Plan.

The coming year

With the demand from people with disabilities for affordable and accessible housing still high, we will continue to partner with community housing organisations to increase our housing stock and accommodation options. These partnerships will assist people with disabilities to have more housing choices that are appropriate to their support needs. We are also exploring the potential of the private market as a way of growing our accommodation options.

With the introduction of the National Disability Insurance Scheme (NDIS) in the ACT in July 2014, residents of Chifley House will have greater choice and control over what provider they choose and how they want their supports to be delivered. We will aim to remain the provider of choice for current residents in the house by developing new models of delivering support, skills training and community participation.

We will develop tailored models so that people with different support needs can adapt our accommodation options and support services for their needs.



Andy is a resident in our new Merv Wright House

Our impact

- ▶ 47 people live in accommodation managed or supported by Northcott.
- ▶ We have 19 properties offering long term housing options.
- ▶ We have eight properties providing transitional accommodation and skills learning.
- ▶ We provide support services for three housing partners.



Service aims

People with disabilities

- ▶ get jobs.
- ▶ learn life skills.
- ▶ participate in the community.
- ▶ access further education.
- ▶ build independence and confidence.

Businesses

- ▶ employ adults with disabilities, building a more inclusive society.

Employment and Life Skills

This year, the overall number of clients accessing our Employment and Life Skills services increased by 25%, largely due to new vocational skills services in areas of growing demand.

In the past year, a challenge has been to ensure our services were more flexible and user friendly for those we support. To address this we introduced the opportunity for those with a single source of funding to purchase portions of other services (such as Transition to Work, Individual Life Skills and Centre Based Life Skills) as their needs required. This has enabled people to build programs better suited and more tailored to their needs and wants.

Vocational skills programs

The Transition to Work service at our Casula office grew from an initial five participants in its first intake in January 2013 to 15 in 2014. We also started new Transition to Work programs in Penrith and Moree, bringing the total number of young adults we are assisting to move smoothly from high school to work or further studies to 125. Overall, this equates to a 62% increase in Transition to Work participants in the past year.

Our Individual Life Skills service increased intakes by 94%, largely as a result of starting new services in Taree, Wagga Wagga and Campbelltown. Both of these services help people to learn practical skills such as resume writing and interview skills as well as life skills such as cooking and budgeting. Read what impact Casula's Transition to Work program has had on Wahida's life on page 48.

Partnerships

We formed partnerships with a range of mainstream service providers and businesses to assist in providing work experience placements, employment opportunities and valued roles for people with disabilities looking to enter the job market. These included new relationships with manufacturers, retailers, education providers, art schools and theatres.

Northcott Employment

This has been a year of review and consolidation for our Employment service. We modified many of the service's systems and processes to ensure greater efficiency and compliance with funding guidelines and contractual obligations. This resulted in a more sustainable service and better outcomes for the people we support.

The coming year

We will expand our existing services and explore new markets to continue to attract new clients. This will include continuing to prepare for the National Disability Insurance Scheme, by adapting existing service models and developing new service offerings. Greater focus will also be placed on ensuring consistency in the way services are delivered while also maintaining a high standard.



Cameron participated in our Transition to Work program in Oak Flats

Our impact

- ▶ 20 Life Skills services provided community involvement and inclusion for 239 adults.
- ▶ 59% of clients who completed our Transition to Work program obtained employment.
- ▶ 65% of clients who completed Transition to Work went on to obtain at least one qualification.
- ▶ 67 adults with a disability were placed in jobs with assistance from our Employment service.



Service aims

Children and adults with disabilities

- ▶ achieve their goals.
- ▶ are supported to overcome times of crisis.
- ▶ receive help to access funding and services.
- ▶ are linked to support groups.
- ▶ make new friends in a similar situation.
- ▶ overcome barriers to community participation.

Their families and carers

- ▶ can navigate the complex disability service sector.
- ▶ are supported through difficult and challenging times.
- ▶ are linked with support groups and other people in similar situations.
- ▶ access workshops and information for knowledge and capacity building.

Our impact

- ▶ 24 School holiday activities (including sibling camps)
- ▶ 14 Parent support groups
- ▶ 5 Carers week activities
- ▶ 29 Information workshops
- ▶ 4 Retreats/camps

Individual and Family Support (IFS)

Over the past year we supported more than 2,000 children and adults with a disability, and their parents, carers and siblings through direct support, groupwork, information workshops, carer retreats, activities and camps. This also included supporting many people to overcome barriers to participation in community life such as accessing TAFE, obtaining volunteer roles and participating in mainstream activities by providing support and informal advocacy for them to achieve their goals.

New support groups

We formed many new support groups throughout NSW and the ACT. One example is the 'Parent Space' project, developed in partnership with the Northern Rivers Social Development Council as part of the Belonging Project. This new initiative attracted more than 15 parents and 20 children each month, and is a great opportunity for parents to meet at a mainstream facility in an unstructured, informal and natural way.

We also trained parents from the Grafton, Alstonville and Lismore areas to lead and facilitate carer support groups in their areas in order to build local ownership and longer term sustainability.

Workshops for families

Running educational workshops for families is a core part of our offering. Under the auspice of Cerebral Palsy Australia, we participated in the First Step Alliance consortium of organisations to obtain funding from the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) to run Better Start 'Early Days' Workshops for families. We ran the pilot workshop and will facilitate 14 workshops for families who have a young child with a disability over a two-year period.



Joel and his family receive support from the IFS team

Funding changes

Ageing, Disability and Home Care (ADHC) ceased funding our Leaving Care Mentoring Services across NSW in December, shifting the focus to individualised funding. We have since made our mentoring support services available to anyone wishing to access this service using their individualised packages.

In the Hunter National Disability Insurance Scheme (NDIS) launch region, ADHC funding for our Early Links (formerly EarlyStart Diagnosis support) services ceased. We continued to provide support groups and community information forums and events for families with young children through partnerships with mainstream services through the Support Networks Program.

Part of the funding for our Support Networks and Community Education programs in the Hunter and Central Coast was transitioned to individualised packages to support young adults with a disability to establish more meaningful and sustainable links with their local communities. This impacted our ability to deliver one-on-one support, support groups, community education and events in these regions.

While there is still some lack of clarity about how the NDIS will deal with supports for those people who don't qualify for a funding package, Northcott is still committed to the provision of Individual and Family Support services. We will make every effort to ensure that these services continue to be available in the future and to that end we will be looking at sources of funding for these services from government agencies as well as from fundraising.

Partnerships

We partnered with mainstream services throughout NSW and the ACT to run workshops and events that promoted inclusion in the local community and provided information and resources to support children with disabilities and their families. New partners included Ngallu Wal Aboriginal Child and Family Centre which delivered the Koori Kids Club in the Doonside community, Mountains Youth Services Team which delivered an adolescent sibling support group in Springwood and Junaya Family Development Services, which assisted us to deliver Triple P (Positive Parenting Program) to educate parents and help build family capacity.

The coming year

We have received more than \$1 million in funding to establish Transdisciplinary Early Childhood Services across many parts of NSW. This service model, which was launched under the NDIS in the Hunter region in January 2014, promotes inclusion and the provision of best practice supports for a child's development.

We will continue to explore new partnerships with mainstream service providers to further promote inclusion of people with disabilities in their local communities and to provide a wider variety of support groups, educational workshops and events and opportunities for networking.

Focus will also be given to up-skilling parents and carers to manage and organise their own support groups and initiatives.

Our impact

Time away is important for many parents and carers to recharge, relax and meet other people in a similar situation. This year, our Riverina/Murray region support workers took 18 carers to Canberra for a Girls' Getaway. The trip provided carers with a break from their caring role, the opportunity to relax, rejuvenate and create bonds with other carers, increasing their support network. Feedback from the carers was very positive, with one carer saying: "Just keep them going as they are really important to a lot of people. It's important to have time out, debrief, refresh, laugh, cry and share with others."

"Thank you so much for holding this camp, it is what has got [client] through a very difficult year. It has been all he has talked about since last year."

Mother of a client who attended a camp



I want to swim for Australia

"I was six when I went to the [Northcott] swimming carnival for the first time. I've been three times. Now I'm eight and I just love it.

I love meeting all the other kids. I love the noodle race, backstroke, freestyle, breaststroke and butterfly. At the end I like how they put ping pong balls into the pool and as a team we have to get all the balls.

It is special because everyone gets a go and everyone gets a ribbon. I make friends each year and we swim together in a relay.

Before I went to the Northcott carnival, I hadn't swum in a carnival. Now I swim at my school carnival and at the Northcott carnival, and this year I went to the multi-class state swimming championships.

My favourite stroke is backstroke. My dream is to swim for Australia like Katrina Porter. She swims backstroke in the Paralympics. She has arthrogyposis [multiplex congenital] just like me. I'm looking forward to next year's carnival."

Farzarna, 8

Top left: Farzarna with her mum Leigh



Recreation and Respite

Funding

We received \$800,000 in additional funding for our Recreation and Respite services which, together with the income received from fundraising, has enabled us to support more than 100 new clients and their carers to participate more fully in their community and take part in recreational and respite activities of their choice.

Recreation

We increased the number of clients accessing our recreation services by forming new partnerships with mainstream service providers including Westmead Children's Hospital Outpatient Recreation Service. New partnerships help us to offer new opportunities and increased choices for those we support.

Our Children's Recreation Service attracted 60 new intakes and a new recreation program in the Northern Sydney Area attracted 21 clients who had not previously been supported by Northcott.

To enhance our sports carnivals, we formed a Memorandum of Understanding with the Australian Paralympic Committee that will see a representative or paralympian support and participate in our carnivals. We also partnered with Athletics NSW to support our carnivals, and with the NSW Department of Sport and Recreation to assist with the delivery of our recreation camps.

Our adaptive cricket project has continued and in partnership with the University of Technology Sydney, the specially-designed cricket bat was built.

We developed a Recreation Strategic Plan to guide expansion of our services across NSW, explore new initiatives and investigate how we can sell these services under the National Disability Insurance Scheme (NDIS).

NDIS preparation

Following a review of a number of Respite and Recreation services with a focus on how we currently administer services across the organisation, we developed costing tools for our flexible respite and recreation services. These will ensure that our services are run in a cost effective manner and can be promoted transparently to potential clients.

The coming year

In order to become more competitive, we are implementing changes to how we administer our services. We are aiming to be more cost effective with greater transparency of the costs provided to our clients to give them a better and clearer understanding of how their packages are charged. We will continue to review services to ensure sustainability and their long term future.



Service aims

Children and adults with disabilities

- ▶ enjoy their lives and have fun.
- ▶ take part in the same activities as their peers.
- ▶ attend community events and outings.
- ▶ grow their skills and confidence.

Their families, siblings and carers

- ▶ access respite to take a break.
- ▶ meet others in a similar situation.



Children with disabilities enjoyed a day of learning to surf with the Recreation team



Service aims

Children and adults with disabilities

- ▶ build their strengths.
- ▶ improve their communication and mobility.
- ▶ interact with other people.
- ▶ participate in their local community.

Their families, schools, workplaces and other services providers

- ▶ have the right support and equipment.
- ▶ have knowledge and confidence to support people with disabilities.

Therapy

All In! The Inclusion Guide

We received funding from the Department of Family and Community Services, Ageing, Disability and Home Care to develop a service or resource for the NSW northern region that could improve the capacity of mainstream services to support children with disabilities as well as provide families and carers with access to relevant information to help include their child. We used the money to develop, build and launch an innovative website that provides tailored advice on how to include young children aged 0-8 years in mainstream activities such as events, sporting teams, classes and shopping centres.

All In! The Inclusion Guide (www.all-in.com.au) provides free advice on how to include young children with disabilities in a range of activities, based on the child's age, disability and the specific situation or activity where the child will be included. Parents or representatives from community organisations such as businesses, sporting clubs or preschools answer three simple questions about the child they would like to include to generate a report with specific advice, tailored to their individual needs. The report can be saved, printed, emailed or shared via social media with other people also interacting with the child. We worked with a digital marketing agency to create the concept and build the website, with Northcott therapists providing the advice and expertise.

New partnership for asylum seekers

We formed a new relationship with International Health and Medical Services to provide ongoing therapy and equipment prescription to children with disabilities and their families living in community detention in Western Sydney. Our services support these families to have a smoother transition into the local community and a better quality of life than many have experienced previously.

School therapy support

The Northcott Speech Pathology and Occupational Therapy (SPOT) in schools model was re-funded and expanded to reach 12 schools across Western Sydney. In this model, our therapists work with teachers in the classroom and offer recommendations to promote an inclusive classroom and improve integration of all students.

'Feel the Vibe' Expo

We hosted the first 'Feel the Vibe' expo, a client-driven forum for people with disabilities to talk about sex, relationships and intimacy. We partnered with other organisations to provide insight and expertise to support people with disabilities to feel confident and informed in this area. The event was well attended and we received praise from people we support and service providers for addressing something that is considered taboo.



Local children joined in the fun at the *All In!* launch in Tamworth

Workshops and sessions

This year, our therapists delivered more than 35 workshops to more than 500 participants consisting of teachers, parents and carers. Topics included how to use iPads and other tablets for therapy and to support childhood development.

The coming year

We will expand the reach of *All In!* The Inclusion Guide by further promoting the website to our clients and partners within the sector. We are also investigating ways to provide additional information and advice on inclusion relevant to other life stages.

With the support of Ageing, Disability and Home Care, we will deliver the SPOT program in the Central Coast and Hunter region.

Following the success of 'Feel the Vibe' in Parramatta, we are exploring hosting similar expos in different locations in 2014–15 in response to feedback.

We are identifying opportunities to provide therapy on a fee-for-service basis and use our therapy assistants to deliver programs prescribed by a therapist.



Aboriginal Elder, Aunty Annie, learned about the *All In!* website at the Tamworth launch



Service aims

Children and adults with disabilities

- ▶ have the right equipment and technology to help them communicate and move around.
- ▶ feel connected with their community.
- ▶ have independence and confidence.

Equipment and Technology

Northcott Equipment Solutions (NES)

This year, we delivered wheelchair custom seating and orthotics clinics in the Tamworth and Newcastle regions, so that people with disabilities living in these areas did not have to travel long distances for assessments. Sending our therapists to regional areas to run these clinics reduces the length of time people need to wait for government-funded equipment. To meet increasing demand for our service, we expanded our orthotics team by employing a second specialist.

Our Computer and Assistive Technology Service (CATS) continued to assess clients with complex communication needs living throughout NSW. The joint assessment by experienced speech pathologists and occupational therapists provides a comprehensive approach to identifying the right equipment and how the client can use it to increase their independence.

Our equipment loan pool offered families a cost effective opportunity to trial equipment prior to purchase. Using our therapy assistants and volunteers we have catalogued all our equipment to help make it easier for families to borrow equipment.

The coming year

We will identify and explore potential new locations for delivering our orthotics, footwear and customised seating services.

We will investigate the potential of becoming a Department of Veterans Affairs provider, as another channel for delivering services.



We assisted Cindee to get ankle-foot orthoses

Person Centred Behaviour Support

We provide support services for parents, carers and service providers dealing with concerning behaviour. Our behaviour team also work with staff across all service streams to develop and implement practical strategies to help parents, staff and other service providers to manage behaviour that may be concerning or challenging.

Growth

In response to growing demand for behaviour support we expanded our team to include two behaviour support facilitators, a co-ordinating behaviour support practitioner and senior practice leader. We appointed a facilitator to a regional office to increase our capacity to deliver services regionally. We also trained more staff to develop their knowledge and awareness in behaviour support and worked closely to support the development of new services.

Restricted practices

Through continued focus on restrictive practices, we experienced a reduction in the number of behaviour-related incidents whilst maintaining the rights of each individual. We focused on achieving positive outcomes for the people we collaborate with. Our internal Positive Behaviour Review Committee continued to assess and approve carefully planned restrictive practices and we developed positive strategies that enabled staff to work in the least restrictive way whilst meeting best practice guidelines. In one example, the behaviour support process helped us to identify that group funding was not meeting the needs of a client who would become distressed in group settings. Rather than continue to administer medication to calm the client, we were able to approach the funding body and request his support be changed to an individually tailored program. The client is now much happier and staff have not reported any incidents.

Family workshops

With the financial help of a club grant from Parramatta Leagues, we developed and delivered a range of workshops specifically for families seeking support with the behaviour of their child with a disability. During the workshop, families used the Northcott 'Plan with Me' app to build an individual behaviour support plan with strategies they could use in their home.

The coming year

We will be expanding the behaviour support team, as needed, to ensure we provide the best supports for our clients and staff. With increased requests for workshops and new services being setup across the ACT and NSW, the behaviour support team anticipates regular travel to each region to train staff and work with teams.

Our impact

We worked with staff from one of our afterschool care programs to understand the concerning behaviour of a child who would often become distressed and empty out any cupboards and fridges she could access or try to abscond from the location. By working with the behaviour support specialist, the program's staff were able to better understand the child's sensory seeking behaviour and find positive strategies to make her feel more comfortable and happy to be there. The young girl now has an array of sensory activities at the afterschool program tailored to her specific needs.



Lucy was allocated an individualised funding package after assessment by the National Disability Insurance Scheme (NDIS) planning team. With her family, she now accesses Northcott's new Transdisciplinary Early Childhood Intervention program.

"Since my daughter Lucy has been working with Northcott she has gone ahead in leaps and bounds, much faster than we could have imagined. She is now able to communicate her feelings and better able to cope with new experiences.

I'm over the moon with Lucy's progress. Before she would have had a meltdown because she was frustrated in an activity, but now she calls out for our help or even comes to find us and asks questions. The change in her behaviour, and her gross motor and social skills has been really visible to us.

She is already less timid, and more confident in participating in groups and navigating her way through the world. This is because of her new skills and also the way we have learned to respond to her behaviour.

Now I don't feel alone – there's a team of us helping Lucy to learn and develop. I wish I had known about Northcott sooner – they have brought our family closer together because of the consistency and structure they have recommended – and it works!"

Lisa, mother to Lucy, 4

Right: Lisa (left), Lucy and Northcott staff member Rebekah



I want my daughter to thrive





Walkers gather at the start of the Newcastle 2013 Walk With Me



Strategic Objective 2

Lead and influence the sector and public to change for the benefit of clients and the community



Two research reports published



Staff and client presentations at conferences and forums



First-of-its-kind 'Feel the Vibe' expo



Our clients participated the Sydney Gay and Lesbian Mardi Gras for the first time



Four Walk with Me events



Increased Facebook and Twitter reach

4

submissions to government and public policy inquiries



Media coverage

Media coverage featuring clients and staff talking about our services and issues of importance to people with disabilities included print articles, television stories and radio interviews in metropolitan and regional media outlets. We secured coverage for many of our local services, programs and events, and were also called upon to feature in media opportunities about broader topics including Carers Week, Autism Awareness Week, International Volunteers Day and the National Disability Insurance Scheme (NDIS). When the NSW Government introduced landmark legislation to fully transfer government-run disability services to the non-government sector, our support for the legislation was featured in a story in the Sydney Morning Herald print and online editions.



Eileen (staff) and Rachel Wotton, guest speaker at the 'Feel the Vibe' expo

We also secured television coverage for our regional offices including on Prime7 in Tamworth, NBN News in Newcastle, WIN News in Wollongong, Prime7 News in Dubbo, WIN News in Dubbo and Prime7 News in Wagga Wagga. Radio coverage included interviews on Western NSW 2DU, Sydney's 2UE, ABC Illawarra, ABC New England, ABC Central West, ABC Riverina, ABC Hunter and many other regional radio stations. We also achieved 20 minutes of coverage on ABC Radio National's Life Matters program about the inaugural 'Feel the Vibe' disability and sexuality expo (see page 32).



We assisted clients to attend Sydney's Mardi Gras Parade for the first time

Social media and online presence

Our Facebook and Twitter audiences increased by 58% and 63% respectively from 2013. We expanded our social media presence and started to develop channels including LinkedIn, Google+ and Instagram. We enhanced our online content by producing videos promoting our services and involvement in community events, including our swimming carnivals and participation in the Sydney Gay and Lesbian Mardi Gras. The videos were posted on our website, YouTube account and Facebook page and shared by third party organisations, extending our reach to a broader audience and positioning Northcott as an innovative organisation.

We improved our website by adding an Aboriginal and Torres Strait Islander specific 'Meeting Place' section, introducing information about the NDIS and publishing more policies to improve transparency.

Community and business engagement

Assisting clients to participate in mainstream community events increases the general public's awareness about people with disabilities and helps to build an inclusive society. It also allows children and adults with disabilities to take part in events and activities that other people take for granted.

For the first time, clients and staff participated in Sydney's Gay and Lesbian Mardi Gras Parade, by joining in the People with Disability Australia float. In Tamworth, we supported clients to attend and be involved in the Tamworth Country Music Festival. This included hosting the Kooti Country Bash, a concert for people with disability and their carers. Our clients also participated in the Festival's parade.

Guided by our Reconciliation Action Plan, we also supported clients and staff to actively participate in and contribute to community events for and involving Aboriginal and Torres Strait Islander peoples, communities and organisations. We encouraged staff and clients to participate in NAIDOC Week and National Reconciliation Week events in their local communities.

All our service streams sought to partner and engage with mainstream services and businesses to raise disability awareness in the wider community, attract funding and provide new and interesting opportunities for the people we support. These included partnerships with education providers, art schools, theatres, sporting organisations, community groups, Aboriginal-specific organisations, local businesses and local events. Working with businesses that share our vision of an inclusive society, our Employment service helped to place adults with a disability in the open labour force with benefits for both the business and employee.

From a strategic perspective, engagement with the business community continued to provide an important fundraising channel as well as opportunities to spread our message of inclusion to the wider community. In building relationships, we highlighted how companies that choose to partner with us are helping to create more opportunities and choice for children and adults with disability, thereby giving back to the community in a meaningful way.



Staff from Coleman Greig supported Northcott in many ways throughout the year

Memberships

We are proud to be an affiliate of the following national and international organisations and peak bodies supporting people with disabilities. Kerry Stubbs, Northcott CEO, sits on the NSW Committee of National Disability Services (NDS) and has represented NDS on a number of occasions at both state and national level.



Our Events

We run several events each year to raise awareness in the wider community about the rights of people with disabilities and their talents and abilities. These events also generate much-needed funds to help run services and programs. The people we support, their families, friends and carers, and the wider community take part.

Walk With Me

This year, we ran four events for the NSW chapter of Walk With Me, a national event to promote social inclusion. Across our events in Parramatta, Newcastle, Tamworth and Dubbo, around 2,000 people participated and almost \$50,000 was raised. Walk With Me encourages members of the community to walk alongside people with disabilities to get to know more about their abilities and break down barriers and common stereotypes.

Cricket Legends' Lunch

In January, we held our 18th Annual Cricket Legends' Lunch at the Sydney Cricket Ground. More than 400 people attended and more than \$150,000 was raised from sponsorship, auctions and raffle tickets on the day. Cricket commentator Mike Coward hosted the lunch with former and current cricket stars including Frank Misson (the inspiration behind this event), Mike Whitney, Greg Matthews, Geoff Lawson OAM and Stephen O'Keefe taking part on the day.



Attendees at the Parramatta Walk With Me in 2013



Attendees at the Tamworth Walk With Me in 2013



Guests were privileged to enjoy the hallowed turf of the Sydney Cricket Ground before our Cricket Legends' Lunch

Sector and community resources

We produced many innovative tools and resources to support clients, their families and other service providers learn more about disability in Australia and advocate for people with disabilities. Our monthly Northcott Person Centred Newsletter (see page 53) is hugely successful and is distributed to more than 2,000 people involved in the disability sector. We also produced a disability awareness booklet with our Casula recreation service clients, featuring stories about living with a disability. This was distributed to the wider community as part of a client-driven campaign with Liverpool Council designed to promote disability awareness in the community. We also worked with Ageing, Disability and Home Care (ADHC) to develop an information booklet for clients wishing to access Centre Based Respite when ADHC transitions to non-government organisations and the National Disability Insurance Scheme.

We developed *All In!* The Inclusion Guide, a website providing tailored advice to help individuals and community organisations include children with disabilities aged 0-8 years in mainstream activities. See page 32.

We are collaborating with the University of Newcastle's Department of Rural Health to deliver its existing Allied Health Inter-Professional Team Training via E-Learning. Using funding from Northcott's Northern Region Enhancing Therapy Project, up to 80 participants from across Northern NSW will take part in a comprehensive learning experience combining live seminar technology with online education forums and discussion boards. Targeted at regional child care workers, early educators and early intervention workers, the program will enable participants to learn more about childhood development and the role of allied health professionals such as occupational therapists, speech pathologists and physiotherapists from some of the current leaders in the disability and allied health fields.



Louisa can see the benefit of the new *All In!* website for her daughter Mia

Published reports

1. Purcal, C., Newton, B.J., Fisher, K.R., Mears, T., Smith, M., Gibson, S., Nagle, W. and Slabon, K. (2013), **School readiness program for Aboriginal children with additional needs: working with children, families, communities and service providers** – final evaluation report (SPRC Report 26/13). Sydney: Social Policy Research Centre, The University of New South Wales.
2. Wilding, C., Mears, T. and Curtin, M. (2014), **Adult Transition Project for People with Disability in New South Wales**. Northcott, Sydney, New South Wales.

Research

A key activity in our current Strategic Plan has been to establish Northcott as a credible research voice within the disability sector. In just a few years, through improved processes and governance structures, partnerships with universities and other organisations, and a commitment to supporting research projects, we have grown our research expertise and reputation. This year, we supported five internal research projects and endorsed 25 external projects. Our involvement in externally conducted projects ranged from advertising to recruit participants to partnering with other organisations in research projects. We also published two research reports (see left) and staff delivered presentations about our research activities and findings at several relevant conferences (see page 46 for more on conference presentations).

We improved the way we conduct our internal research and quality improvement activities, such as evaluations and client surveys, to meet guidelines set by the National Health and Medical Research Council (NHMRC). A key element required by the NHMRC is for Northcott to assess the risks associated with research and quality improvement activities and to maintain auditable records of this assessment. The Northcott Quality in Research Standing Committee (QIRSC) was established to meet this requirement. The committee has eight members and meets monthly. The committee is working to hone Northcott's processes for the ethical scrutiny of research and is collaborating with other agencies to further define the sector's responsibilities under the NHMRC code.

Northcott's Research Fund continued to support June Alexander with a PhD scholarship for her work around evaluation of staff training methods for people with moderate to severe disabilities in supported employment settings.

The coming year

The recent audit of disability research in Australia conducted by a collaboration of researchers from the Centre for Disability Research and Policy, People with Disability Australia, National Disability Services, the University of Melbourne and led by Professor Gwyneth Llewellyn from the University of Sydney, found there is no critical mass of research on topics of priority on the disability reform agenda. This includes research focused on testing of interventions or solutions or evaluating policy initiatives. Several key areas are also under-represented in the existing evidence base such as inclusion and participation in everyday life of children and young people with disability, Aboriginal and Torres Strait Islander communities, people from culturally and linguistically diverse backgrounds, women with disability and people with disability living in regional, rural and remote areas. Therefore, it is important that we continue to promote and support disability research in Australia to ensure that we provide high quality, evidence-based services and support that reflect the interests, values, needs and choices of our clients.

Submissions

During the year we provided submissions to the following government and public policy inquiries:

- ▶ Commonwealth Senate Economics References Committee Inquiry into *Affordable Housing*;
- ▶ Commonwealth Senate Community Affairs References Committee Inquiry into *Prevalence of different types of speech, language and communication disorders and speech pathology services in Australia*;
- ▶ Commonwealth Senate Education and Employment References Committee Inquiry into *Technical and Further Education in Australia*; and
- ▶ Joint Standing Committee on the *National Disability Insurance Scheme*.

Tertiary Scholarships

With the financial support of three generous benefactors, we assisted 30 university and TAFE students with a disability to further their studies through our annual scholarships program. Students can use the funds to cover the cost of travel, textbooks, computer equipment and other resources related to their studies.

This year's recipients are studying at campuses around NSW including in Dubbo, Wagga Wagga, Wollongong, Lismore and Bathurst. Course topics include Advanced Science, Business and Commerce, Arts, Media, Medicine, Social Work, Fashion and Textiles and Communications.

Scholarship recipients 2013–2014

Thomas Hepburn Lennox Scholarships	17
Gregory and Dolores Farrell Scholarships (under the auspices of the SpineCare Foundation)	5
Anonymous benefactor	8
Total	30



Daniel, a Gregory & Dolores Farrell Scholarship recipient, is studying a Bachelor of Commerce at the University of Wollongong

Conferences, forums and workshops

Staff and clients were invited to be involved and present at many regional, state and national conferences, seminars, events, forums and workshops, helping to raise our profile in the sector, enhance the knowledge our staff and clients and build networks.

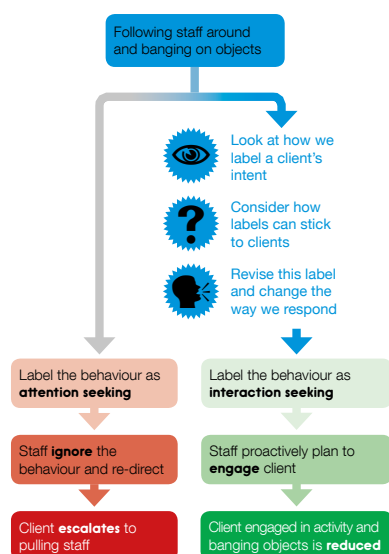
We supported clients from all regions and services to share their stories and express their views to the broader community through presentations and advocacy opportunities. These included client presentations on person centredness to TAFE, funding bodies and other service providers, peer mentoring through schools, signing workshops in childcare centres, attendance at expos and hosting students from university, TAFE and schools within our services. We also supported clients and their families to run their own events to raise awareness in their local communities, and establish local support and education groups. Our Client Ambassadors (see page 53) shared their stories in media interviews and by speaking at local events and activities. Our Person Centred Champions (see page 52) were also invited to participate and present at many events and workshops, including the Centre for Disability Studies' Breakfast Conversations, Association of Independent Schools NSW Conference, City of Sydney Accessibility App steering group, and the Mid North Coast Community Care Options Inaugural 'Real People, Real Choices, Real Solutions' conference.

Staff were also involved in many conferences, seminars, workshops, expos and forums as planners, facilitators, presenters and attendees. In some cases, staff co-presented or co-facilitated with clients. Highlights included the Australasian Society for Intellectual Disability (ASID) National Conference in Sydney in November, Occupational Therapy Australia's 25th National Conference in Adelaide in July, the 5th Secretariat of National Aboriginal and Islander Child Care (SNIACC) Conference in Cairns in June, and the Centre for Applied Disability Research Conference in Sydney in May.

We collaborated with other agencies in planning and facilitating the All Communities Together (ACT Now 2) forum in Coffs Harbour. A number of Northcott clients were supported to attend this event, which brought together Aboriginal families from areas around Moree, Taree and Lismore. Northcott's Area Manager for New England was invited to speak at the event, which gave Aboriginal people a place to voice their concerns and fears about the National Disability Insurance Scheme (NDIS) as well as learn more about the scheme. In May, Northcott was invited by ADHC to co-present about the success of the forum at the inaugural Research to Action Conference hosted by National Disabilities Services' Centre for Applied Disability Research.

Our research team was also invited to present about their experience of establishing a committee to assess ethical risk in research at the Research to Action Conference.

I didn't mean it like that!



Poster developed for the ASID conference

Reconciliation Action Plan

We launched our first Reconciliation Action Plan (RAP) in August 2013. It was developed by a working group of Aboriginal and non-Aboriginal staff from across the organisation, in consultation with Reconciliation Australia. The plan outlines actions to improve Northcott's cultural competency around supporting Aboriginal and Torres Strait Islander clients and provide a culturally supportive environment for staff.

To meet actions outlined in the RAP, we appointed our first Aboriginal Liaison Officer, provided opportunities for all staff to celebrate National Reconciliation Week and NAIDOC Week and formed new partnerships with Aboriginal organisations and their communities. We also improved processes to increase the recruitment and retention of Aboriginal and Torres Strait Islander staff and developed strategies and policies including an Aboriginal and Torres Strait Islander Employment and Development Strategy, Cultural Protocol Procedure and cultural leave for Aboriginal and Torres Strait Islander staff.

We have also begun to explore career opportunities for young Aboriginal people through the employment of a school-based trainee in Ballina and a cadet in Macarthur.

This financial year 9% of all our clients identified as being from an Aboriginal or Torres Strait Islander background. This is well above the NSW proportion of the population who are of Aboriginal and Torres Strait Islander origin (2.5%).



Staff and clients from the Reconciliation Action Plan working group



"I used to be concerned about never being independent or able to work. I was a bit confused about what I would be able to do.

Now that I'm attending Northcott's Transition to Work program, I hope I will be able to gain administrative skills, while I study for my dream job as a teacher. Maybe it will still be tough for me to control a whole classroom on my own, but I could start by helping to support the other teachers.

I'm learning skills I will need to get a job including learning how to use a special computer program that reads books to me. I'm a braille user, but this program is very useful. It means I can use braille to use a computer and read the screen. It's going to help me a lot when I continue with my further studies.

My goal is to get into inclusive education because I'm passionate about educating people about disability.

Transition to Work has also helped me learn more independent living skills and make new friends."

Wahida, 19



I want to be a teacher





Northcott therapists in our sensory room in Parramatta



Strategic Objective 3

Drive a dynamic person centred workforce, workplace and culture

702

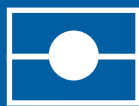
staff members



Eight regional
person
centred
champions trained to
'empower and educate'

161

person
centred
workshops run for staff
and other businesses



First Aboriginal
Liaison Officer
appointed

179 volunteers donated
time worth more than

\$150,000

"It was such a great workshop. It was such a great way to focus on person centred practices and get us thinking."



Greg and his grandparents attended the Shine Showcase in December

"I learnt more in the three hours than I did in a two day forum I attended last year on person centred approaches. I also found that participants contributed and shared experiences willingly, which enabled my learning."

Person centred culture and practice

Person centred practice is the basis of our approach to working with and supporting people with disabilities and their families and carers. It means supporting people with disabilities to have a stronger voice, more control over their lives and more choices. It involves listening to what people want and supporting them to achieve their goals and have the opportunity to lead the life they choose.

This year, Northcott's reputation as a leader in person centred practice continued to grow with more industry presentations, public speaking opportunities, workshops and training delivered by our team. Our staff and client person centred champions contributed to growing industry and community awareness about person centred practice with many invitations to present about their experiences at public events, conferences and with other organisations.

Workshops

During 2013–14, the Person Centred Practice and Culture team delivered 161 workshops to 1,642 participants, who included Northcott staff and clients, community members and staff from more than 30 community organisations. Our workshops aim to give people the knowledge and skills they need to understand and use person centred practices. Topics included Communities in Practice (see below), Presenting and Facilitating Skills, Supporting inclusive lives with great goals, team planning sessions and our Champions Program.

Using funds provided by National Disability Services, and in collaboration with other agencies, we developed three self-sustaining Communities in Practice forums in Sydney's Metropolitan North area. These are for people working with people with disabilities and their families to develop and maintain innovative person centred practice. Staff and client person centred champions designed the Communities in Practice forums, which were co-facilitated by a Northcott staff member and client person centred champion. More than 200 people from 71 organisations are Communities in Practice members. National Disability Services described our forums as "the best attended and most dynamic in the state."

Champions program

Eight new person centred champions participated in our first regional Champions Program. These staff and clients were trained to be advocates for person centred practice and given the skills 'to empower and educate' other people. The program, held in Wagga Wagga, was co-facilitated by two Champions, both of whom have a disability.

"Thank you for the fabulous opportunity to be a part of your wonderful program. We have all enjoyed it immensely and are very excited to now have the knowledge and tools to work and live with a person centred approach and implement change."

Northcott Person Centred Newsletter

The Northcott Person Centred Newsletter was directly emailed to more than 2,000 people each month, including Northcott staff and clients and more than 1,000 representatives from external organisations working in the disability sector. The monthly newsletter is now widely recognised in the NSW disability sector as a leading source of information about person centred practice. Showcasing person centred practice in action, the newsletter provides a platform for people with disabilities to talk about their person centred achievements and their aspirations for the National Disability Insurance Scheme (NDIS) and individualised funding.

Goal Improvement Strategy

Supporting people to achieve their goals is crucial to our work. This year we developed and implemented a Goal Improvement Strategy to support people to have more inclusive lives. Staff and clients have participated in goal-setting workshops. Further training and mentoring on good goal development practice will be delivered with the implementation of the new client management system (see page 73), which integrates closely with our person centred practice approach.

Client Ambassadors

Our 2013–14 Client Ambassadors, Talia Lowe and Kirsty Roma, Jamie Whitworth and Georgia Cranko spoke at many events throughout the year and in media opportunities, telling their experiences of living with a disability to help us break down common myths. Sharing their challenges, goals and aspirations for the future firsthand was a powerful way of engaging with supporters, stakeholders and the broader community on the issue of disability. We are grateful for the commitment and dedication these clients made to furthering our mission to build a more inclusive society for all.

Three new Client Ambassadors, including our first ambassador from regional NSW, were appointed in July 2014 for the coming financial year.

"I really enjoy reading your newsletter and hearing all the great stories. I will be definitely sharing it with my networks across western region of NSW."



Northcott Person Centred Newsletter
March 2014

"The newsletter is an excellent insight into how organisations are living out person centredness! Really encouraging stuff to read."

Our Board

Michael
Briggs

Tony
Abrahams

Kirsten
Armstrong

Richard
Blaiklock

Nick
Cardno

Christopher
Janssen



Michael Briggs - Chairman

B Comm ACA ACIS MBA
Director since 2003

Michael is a Business Advisor and Investor. He is Chairman of Antec Engineering Pty Ltd and a Director of Acrow Formwork & Scaffolding Pty Ltd and SOECGS Redlands Ltd. Michael has been Chairman of Northcott since 2009.

Finance and Properties Committee
Nomination Committee
Remuneration Committee

Tony Abrahams

B Com (Hons) LLB MPhil (Econ)
MBA MAICD
Director since 2010

Tony is the co-founder and CEO of Access Innovation Media (Ai-Media), an organisation that provides media access solutions for people with a disability, and speech to text solutions for education, government and corporate clients. He is a Rhodes Scholar and a Member of the Australian Institute of Company Directors (MAICD). In 2013 Tony was named a Young Global Leader by the World Economic Forum.

Nomination Committee
Remuneration Committee

Kirsten Armstrong

M.Ec M.PH FIAA
Director since 2013

Kirsten is the Global Lead, Development Effectiveness for the Fred Hollows Foundation. She is a Director of South Eastern Sydney Medicare Local and Three Rivers Consulting, a Fellow of the Institute of Actuaries of Australia and a Member of the International Health Economics Association. She is also a former Partner of PricewaterhouseCoopers.

Finance and Properties Committee

Richard Blaiklock

B Comm MBA
Director since 2003

Richard is the Chairman of Baresque Australia Pty Ltd group and affiliated companies.

Chair, Nomination Committee
Chair, Remuneration Committee

Nick Cardno

MA (Hons) CA MAICD
Director since 2013

Nick is a Partner of the accounting firm Ernst & Young as well as a Director of Ernst & Young Transaction Advisory Services Ltd. He is also a member of the Institute of Chartered Accountants of Scotland, the Institute of Chartered Accountants in Australia and the Australian Institute of Company Directors.

Chair, Finance and Properties Committee

Christopher Janssen

MB BS (Sydney) MBA (IMD) FAICD
Director since 1986

Christopher is the Managing Director of GPC Electronics and affiliated companies. He is also a Director for The Warren Centre for Advanced Engineering Ltd, and on the Advisory Board of Centor Holdings Pty Limited. He is a registered (non-practising) Medical Practitioner and a Fellow of the Australian Institute of Company Directors.

Finance and Properties Committee

Jeyan
Jeevaratnam

Andrew
Mansour

Debra
Richards

Dr Rob
Silberstein

Kerry
Stubbs

John
Surian



Jeyan Jeevaratnam

B Eng (Hons 1) MBA M Eng Sc MAICD
Director since 2012

Jeyan is the Managing Director for Avanade and was previously Managing Director of AT&T Australia and held senior executive roles at IBM. He is a Director of Australian Information Industry Association (AIIA), sits on the Technical Advisory Committee at Copyright Agency and is a member of the Australian Institute of Company Directors.

Andrew Mansour

BEC LLB (Hons)
Director since 2010

Andrew is a Partner in the Energy, Resources and Infrastructure group at international commercial law firm, Allens.

Debra Richards

BA (Lib Studies)
Graduate Diploma (Arts) MA MAICD
Director since 2012

Debra is the CEO at Ausfilm (International Inc) and a Director of the Communications & Media Law Association and the International Institute of Communications. She is also a Member of the Alcohol Beverages Advertising Code Adjudication Panel and the Institute of Company Directors.

Dr Rob Silberstein

MMB BS MHL LLB (Hons) MIP
Graduate Diploma (Legal Practice)
FIPTA
Director since 2009

Rob is the founding Principal of Silberstein & Associates legal services firm. He is also Chairman of the Board of Mobility 2000 (Australia) Limited, a not-for-profit charitable organisation developing technologies for people with a disability. Rob has a physical disability and has been a client of Northcott since his early childhood.

Kerry Stubbs

BA (Hons) MA (Hons) Grad Cert
Writing, MAICD
Director since 2008

Kerry is the Managing Director and CEO of Northcott. She is a Director of The SpineCare Foundation Ltd, the CRC for Water Sensitive Cities, and the Chair of the National Accreditation Authority for Translators and Interpreters Ltd. She is also a member of the Finance and Investment Committee for the University of Western Sydney Board of Trustees. In 2007, Kerry was named NSW IBM Community and Government Award winner in the Telstra Business Women's Awards.

Finance and Properties Committee
Nomination Committee

John Surian

BA (Econ) G.DipAppFin
(Sec Inst) F Fin
Director since 2000

John is the Licensee and Principal of Raine & Horne Commercial, Parramatta.

Finance and Properties Committee

Our executive team

Kerry
Stubbs

Lee
Carpenter

Tracey
Gleeson

Alison
Kent

David
Jackett

David
Long

Rebecca
Rodwell

Liz
Forsyth



Kerry Stubbs

Chief Executive Officer
Appointed 2008. BA(Hons)
MA(Hon) GC(Writing) MAICD

Kerry is responsible for Northcott's strategic focus. She was previously the Executive Director of St Vincent's Hospital and Sacred Heart Hospice, responsible for overseeing significant increases in services, funding, new technology and improvements in patient care.

Lee Carpenter

Chief Operating Officer and
Company Secretary. Appointed 2008
ACMA CPA CGMA GCBA MBA
MAICD

Lee is responsible for Northcott's corporate and commercial services. He has previous experience in the health sector, including senior finance roles in leading hospitals in Australia and the UK, including St Vincent's Hospital, Sydney.

Tracey Gleeson

General Manager, Client Services
Appointed 2010. BEd DIPBM

Tracey has worked in the disability sector for 23 years in many roles and service areas including accommodation, education and life skills. She started at Northcott as a support worker and has worked in a managerial position in most services. Tracey has a family member with a disability.

Alison Kent

Clinical Services Development
Manager Appointed 2013
DipAppSc(Nursing)
BA (BehScience) MBA

Alison is responsible for the strategic and operational management of Northcott's therapy services. She has over 15 years of experience working as a senior manager in public and private health care settings including hospitals, human resources, private practice and occupational rehabilitation.

David Jackett

General Manager, Marketing
Appointed 2014. ACMA

David is responsible for branding, internal and external communications and fundraising. He has more than 20 years' experience in similar roles with not-for-profits in the health and disability sectors. David is a qualified cost and management accountant and previously worked in finance and marketing roles for Johnson and Johnson, Unilever and Air New Zealand.

David Long

General Manager, People & Culture
Appointed 2012. BCom(IR)

David has responsibility for Northcott's strategies that ensure we attract and retain the right people, and that they are equipped to meet our future challenges. He has more than 20 years' experience in human resources

management across various industries in the public and private sectors, having worked for the Roads & Traffic Authority, the TAB, and St Vincents & Mater Health Sydney.

Rebecca Rodwell

General Manager, Evaluation and
Research. Appointed 2013
BAppSc(Disability Studies)
DipBus(FLM)

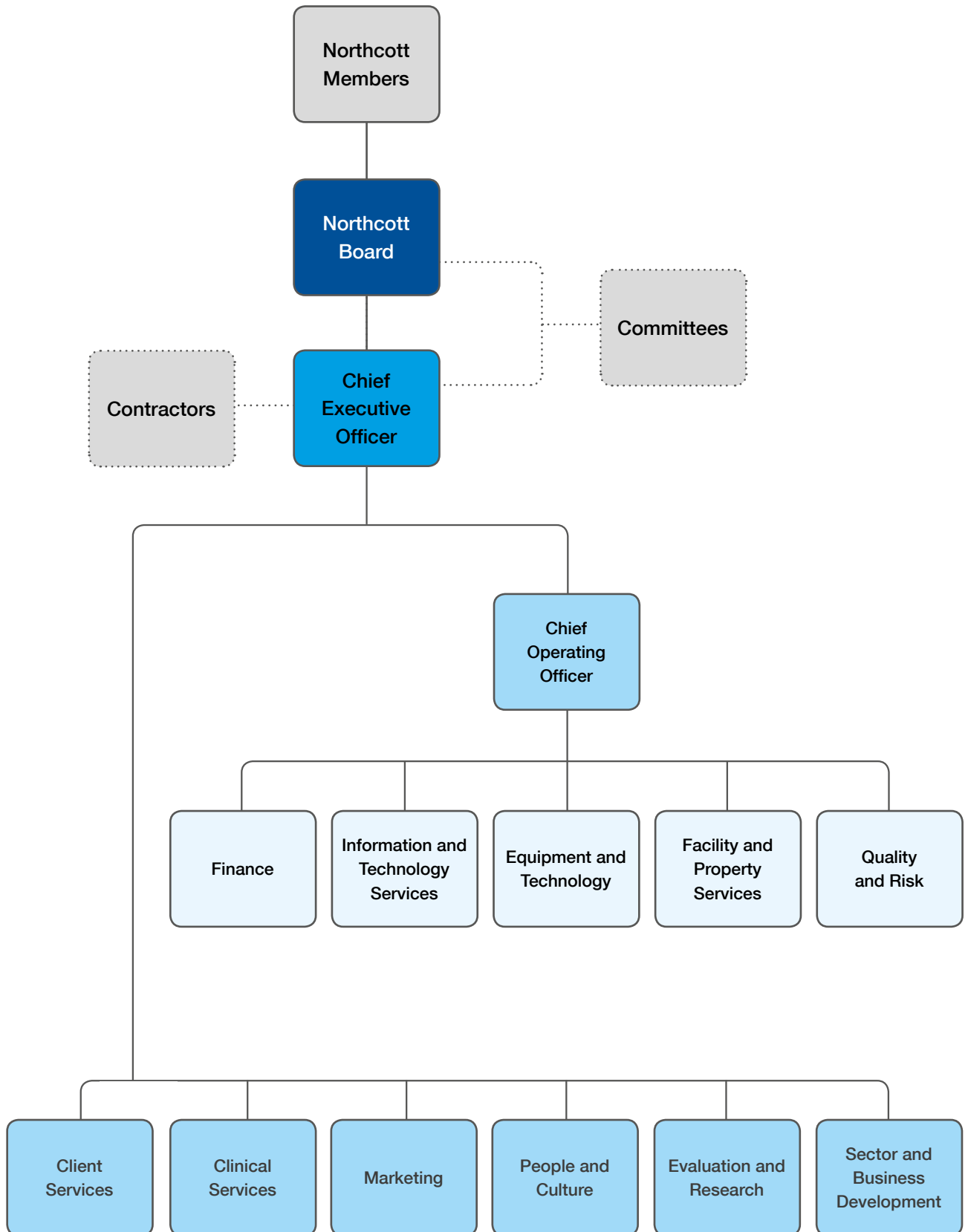
Rebecca is responsible for managing our research activities and the way we monitor, review and improve our services. Having joined in 2003, She was previously Northcott's Manager of Service Development and Government Relations and Manager of Respite Options. She has also worked as a support worker, program coordinator and service manager.

Liz Forsyth

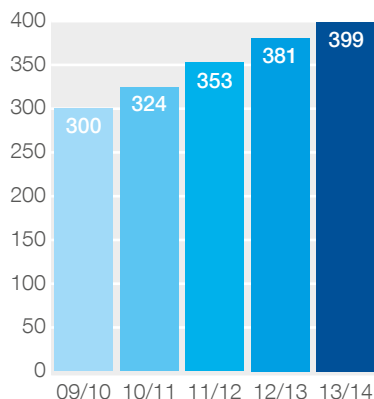
Sector & Business Development
Manager. Appointed 2010
BA(Hons) BSW(Hons) DipMgmt

Liz manages new business development, growth and strategic partnerships, including our strategy and response to the National Disability Insurance Scheme, individualised and self-managed funding models and engagement in social policy in the disability and human services sector. She joined us in 2008 and was previously a Northcott Regional Area Manager and has a social work background in child protection, out-of-home care and inter-country adoption.

Our organisational structure

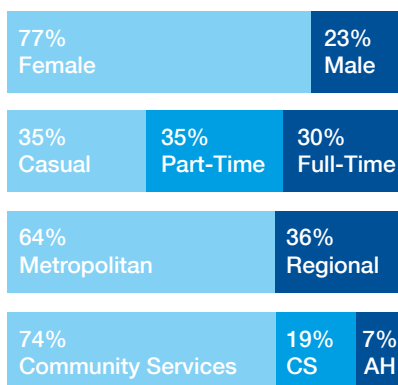


Full-time equivalents



NB: The calculation of the number of full-time equivalent (FTE) staff has changed to exclude staff on unpaid leave. We have adjusted the FTE number of the previous years in line with this method of calculation.

Staff profile



CS: Corporate Services
AH: Allied Health

Gender composition

Senior roles



Board Members - 12



Executives - 8



Senior Managers - 14

Our people

Our workplace profile

During 2013–14, we had 702 staff (being the full-time equivalent (FTE) of 399) working across NSW and the ACT. Based on FTEs there has been an increase of 6.3% on staff numbers from the previous year. This includes over 70% of staff working in community service roles providing direct support for clients.

The staff attrition rate for the year was 29.6%, which is a slight increase on the previous year (27.1%). To attract and retain staff, we promote flexible working arrangements and encourage staff to take annual leave entitlements for their health and wellbeing.

With the implementation of the Reconciliation Action Plan, our first Aboriginal Liaison Officer was appointed and we developed strategies to promote and encourage a diverse workforce and ensure culturally safe interview procedures are provided for potential employees. These included developing an Aboriginal and Torres Strait Islander Employment and Development Strategy, a Cultural Protocol Procedure and introducing cultural leave for staff. We also have strategies in place to promote the employment of people with disabilities within our organisation, and we intend to formalise our strategy in the coming year.

In alignment with our purpose to build an inclusive society, we are an Equal Employment Opportunity advocate. We also ensure compliance with all requirements and obligations in employment legislation, including the Fair Work Act, Anti-discrimination Act and Human Rights and Equal Opportunity Commission Act.

Staff recognition

Nominations for outstanding staff members displaying Northcott values in their work are received every month through our Employee Recognition and Service Awards program. Dubbo Support Worker, Patrick McKechnie was awarded Employee of the Year at the Annual General Meeting in November. Patrick's nomination detailed the ongoing manner in which he applies Northcott's values to all aspects of his work with clients across many of the services in the Dubbo region. Patrick was described as often going beyond his job specifications to offer clients the support they needed to achieve their goals. An example included how Patrick had worked with great respect to support a client living in a nursing home to reconnect with his Indigenous community and family.

ProjectABLE

We continued our involvement in ProjectABLE, an initiative of National Disability Services (NDS) and CareCareers, by holding workshops for high school students at our Parramatta, Penrith and Oak Flats offices. ProjectABLE aims to give students in Years 10–12 the opportunity to learn about the disability and community care sector with a view to future employment in the sector.

Each workshop involved five staff from different roles in the organisation. Clients also participated giving students the opportunity to speak with a person with a disability, often for the first time.

Training and development

The People and Culture team facilitated a wide range of training and development opportunities for staff at all levels. These included training courses, workshops and conferences as well as support for traineeships and other formal qualifications. Course topics included training in safety, the appropriate use of social media, person centred approaches, goal-setting, quality service evaluation, handling feedback and management development.

To assist with preparations for the National Disability Insurance Scheme (NDIS), a Case Management master class was run to promote networking, share resources and best practice examples and discuss the NDIS. Staff have assigned themselves goals to remain informed about the NDIS and implications for themselves and their clients. This will ensure we continue to provide services that will remain relevant and viable into the future.

This year 11 staff members completed formal qualifications in Training & Assessment, Disability, Health Services Assistant, Workplace Health and Safety, Business Administration, Management and Applied Science. A further 17 staff commenced studying including six at the Certificate IV level, seven at the Diploma level, two at the Bachelor level and two at Masters level. Five staff commenced or completed traineeships in areas including Disability, Mental Health and Business Administration.

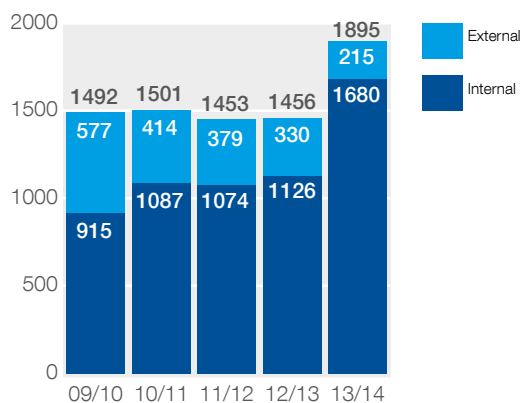
ProjectABLE impact

- ▶ 22 Northcott staff and clients involved
- ▶ 100 students from 12 schools took part
- ▶ 5 workshops hosted

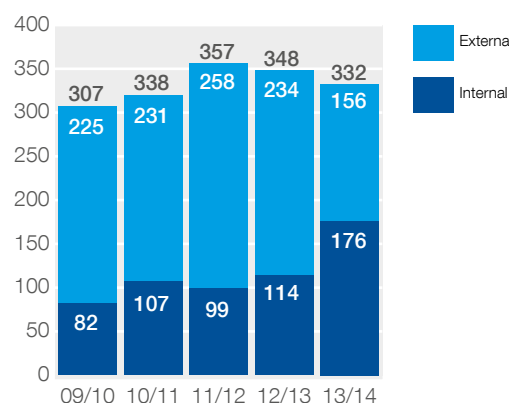


Staff and clients participated in ProjectABLE

Number of attendees



Number of training sessions



Age range: **14–88**

39 is the average age

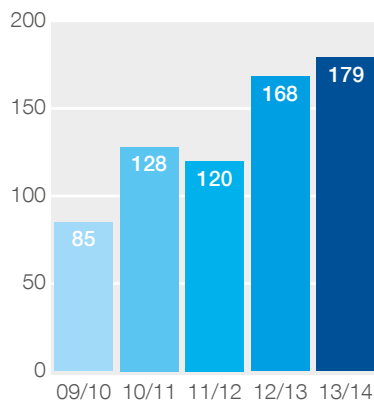
72% women **28%** men

6,440 hours donated

More than **\$150,000**
in value

46 programs and
services assisted

Active volunteers



Thank you

Thank you to all our volunteers and students. Whether you have helped us on a single occasion or regularly assist with one of our services, we appreciate your donation of time enormously.

If you are interested in volunteering with us, please phone **02 9890 0100**.

Volunteers

The number of people giving their time freely to assist with one of our services or in our offices has continued to grow. In the past year, 179 registered volunteers (compared to 168 in 2012–2013) contributed 6,440 hours, or the equivalent of over \$150,000, to Northcott services across NSW and the ACT. For the children and adults we help, these volunteers offer companionship and support that many may not otherwise have.

Regional areas across NSW have begun to embrace the idea of volunteers as an integral part of their services and we saw growing numbers of volunteers working with our staff and people we support in Ballina, Coffs Harbour and Taree. Across our organisation, 46 services now benefit from the generosity of volunteers or students.

For many, the opportunity to volunteer with Northcott provides a bridge to paid employment by offering valuable work experience for a career in the disability or care sector. In some cases, volunteers and students who have given their time freely with us go onto paid employment with Northcott. This year, 10 volunteers and three students were appointed to paid positions within our organisation.

To ensure the quality and suitability of volunteers and students, we follow a strict recruitment process to fill volunteer vacancies. We provide induction, training and support to all volunteers at the start of, and throughout, their time with us.

At the Annual General Meeting, we presented the Volunteer of the Year award to Rod Pegus in recognition of his dedication and contribution to our Transition to Work Program in Parramatta. In the past four years, Rod has donated more than 540 hours to the program, sharing his skills with clients and staff to help mentor the young people who attend the program.

The coming year

A focus of the People & Culture team will be to assist the organisation to transition to the National Disability Insurance Scheme. We anticipate this will mean adapting staffing needs, developing strategies to promote and encourage a diverse workforce and continuing to support our staff with learning and development opportunities.

We will conduct a staff survey to consult with all employees.

We will continue involvement in ProjectABLE and aim to deliver more workshops in other regional locations.

The role of volunteers as valued members of our organisations remains a priority and we will continue to attract new volunteers across all services and recognise the dedication and contribution made by these people.

Work Health and Safety

In 2013–14, we worked more hours across more programs and services, yet had fewer workplace injuries. Our incident management system, RiskMan, enabled us to report incidents accurately and timely, benefiting both internal and external stakeholders. From an injury management perspective, early intervention was again crucial in achieving timely and sustainable return-to-work outcomes.

Given the diverse nature of risk within the sector, we use a range of risk assessment tools to identify hazards and control risks. This includes the Northcott Workplace Assessment (WPA), which assesses the environmental risks of our facilities. In 2013–14, we achieved 100% compliance across all 47 of our owned or leased premises.

We used our Work Health and Safety committees as the primary means of consulting and engaging with staff and clients about work, health and safety issues. This financial year, we gave clients the opportunity to join our regional and metropolitan committees in order to hear their views and ideas on our approach to health and safety.

We used awareness campaigns to communicate important safety messages to staff and clients visiting and working on our premises. Topics included safe food handling, securing wheelchairs in vehicles and fitting child restraints in cars.

As a means of supporting employees who experience challenging circumstances either inside or outside the workplace, we offered confidential access to an Employee Assistance Program.

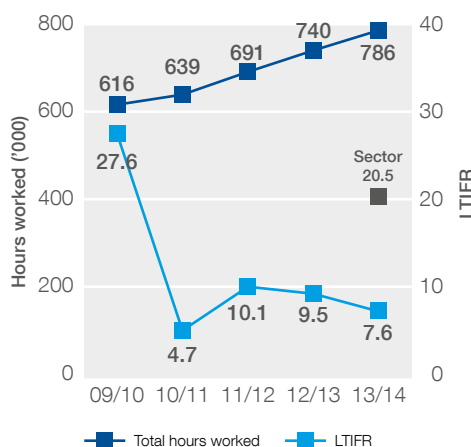
The coming year

The implementation of the new client management system (CareLink+) will provide further opportunity to assess and monitor compliance against key Work Health and Safety processes.

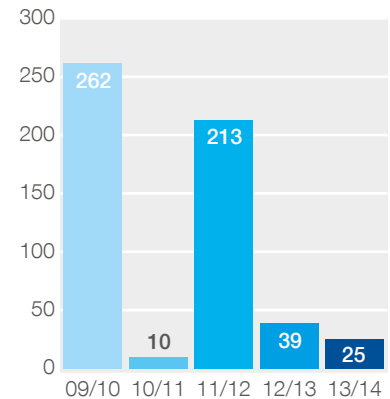
Lost Time Injury Frequency Rate

The Lost Time Injury Frequency Rate (LTIFR) provides a measure of the volume of lost time injuries relative to the volume of time worked. 2013–14 saw a 19% reduction in the LTIFR from 9.4 (in 2012–13) to 7.6. At the same time, the total number of hours worked increased by 5% to 786,000. The sector benchmark LTIFR for 2013–14 was 20.5.

Annual LTIFR and total hours worked



Total days lost



In 2013–14, the total number of days lost as a result of a workplace injury reduced from 39 (in 2012–13) to 25, a reduction of 35.9%. We used a collaborative approach to injury management, working closely with injured workers, treating medical practitioners, insurance agents and managers in striving for timely and sustainable return-to-work outcomes.



"I have wanted to live independently for a while and be able to do my own thing without having mum and dad to do things for me.

Mum and dad's house isn't wheelchair accessible and I can't open the front gate on my own. Mum was working her life around mine and vice versa because she'd have to be home to let me in the gate. Many of my friends couldn't visit me and I wasn't able to do basic things like cook for myself.

I felt like a burden on my parents. I never thought I'd be able to live on my own because there was nowhere to go.

My new home in an apartment in Northcott's new accessible complex means I am able to do pretty much everything on my own and I don't have to rely on my parents.

I can have friends here, cook my own meals and don't have to slot my day around my parents. I'm living close to the shops, most of my mates live around here and I can go to the Leagues Club without having to worry about mum or dad coming to pick me up.

I've got mates that would love to be able to live on their own but there's nowhere for them to go. We need more places like my complex because they give people with disabilities the chance to contribute more to the community."

Andy, 27

I want to live in my own home





Ben uses our Early Intervention services

Strategic Objective 4

Building a sustainable organisation

\$41.9m

in revenue

1,139

monthly donors who gave over \$300,000



Evaluations completed to assess and improve services



New client management system implemented

18%

growth in government funding

NDIS

education for staff and clients



More than \$2 million from supporters



Energy efficiency upgrades = \$31,000 in energy cost savings

Fundraising

In 2013–14, more than \$2 million was received from donors, corporate partners, trusts and foundations, community groups and sponsors. This represents an increase of over 12% from the previous year, largely due to the increase in donor numbers from 8,000 in 2012–13 to 9,500 this financial year.

Without these donations, we could not have delivered the number and quality of services that were provided during the year. Our thanks go to all our supporters for their increased generosity, which has made a difference in the lives of many people.

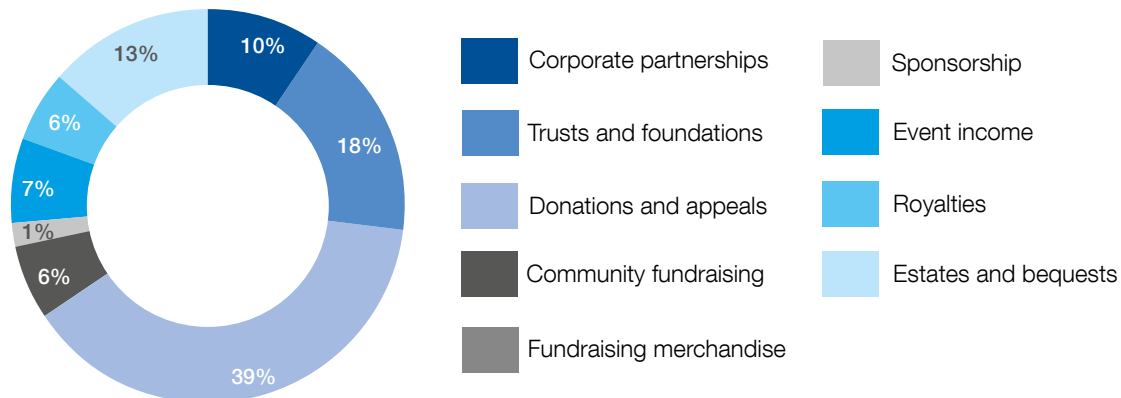
Our monthly giving program began to make a significant impact on total donor numbers and revenue. Now in its third year, it is beginning to provide significant revenue and prove to be a sustainable income source. Over 1,000 people now donate to us each month. During the year these people gave us over \$300,000, which is more than double the amount received in the previous year.

A significant percentage of our fundraising income was received from donations and our Summer and Tax Appeals. For both appeals, we reached donors through direct marketing to our existing supporter base and to prospective supporters. The Summer Appeal raised \$72,000, an increase of 12.5% from 2012–2013. The Tax Appeal raised \$130,000. This is 30% up on the previous year. Once again, a big thank you to everyone who donated.

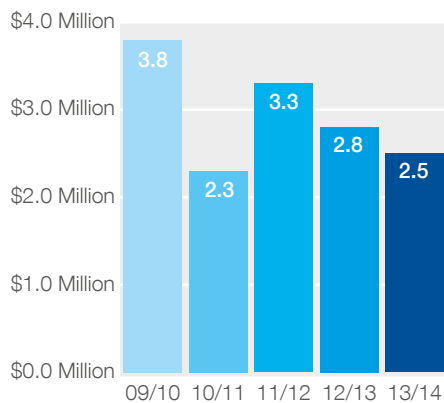
Sources of fundraising	13/14 (\$'000)	12/13 (\$'000)	11/12 (\$'000)	10/11 (\$'000)	09/10 (\$'000)
Corporate partnerships	243	524	137	234	486
Trusts and foundations	444	485	391	425	487
Donations and appeals	979	508	1,420	519	365
Community fundraising	160	189	171	182	125
Fundraising merchandise	0	2	9	2	7
Sponsorships	28	26	11	n/a	n/a
Event income	173	138	63	78	236
Royalties (May Gibbs)	159	83	82	107	83
Sundry income	0	0	1	32	-
Total excluding bequests	2,186	1,956	2,285	1,579	1,789
Estates and bequests	341	796	1,052	771	2,061
Total	2,527	2,752	3,337	2,350	3,850
Fundraising costs	901	916	827	485	682
Fundraising costs as a % of fundraising income*	35.6%	33.3%	24.8%	20.6%	17.7%

*includes royalties and estates and bequests income

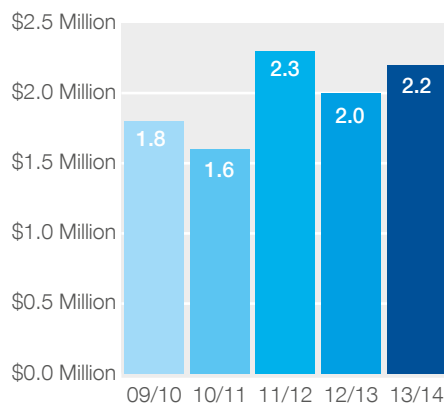
Fundraising revenue breakdown



Total fundraising revenue



Total fundraising revenue excluding bequests



Our client Jazzy is the face of our monthly giving campaign



Competitors worked up a sweat at the Coleman Greig Executive Challenge to raise money for Northcott

Fundraising (continued)

Partnerships

We received generous donations, sponsorships and in kind support totalling in excess of \$400,000 from businesses, corporate partners, trusts and foundations, clubs and community groups. These relationships contribute a significant proportion to our fundraising revenue, but also provide opportunities for engagement with members of the wider community who share our vision of a more inclusive society for all. With the aim of developing mutually beneficial relationships, employees from our corporate partners are encouraged to explore volunteering opportunities with us and take part in Northcott events that aim to raise awareness about disability in Australia. This helps businesses to demonstrate their community support and social goodwill to staff and customers.

See page 90, for a list of the partners who gave in the past year. We are grateful for all the support we receive. Some significant partners included:

Allens - who provided in kind support valued at over \$150,000.

Coleman Greig Lawyers - whose GWS Executive Challenge in November 2013 raised more than \$20,000.

Drive for Life - our thanks go to Chris Bates and Mick Whitehead for their ongoing support and efforts to put such an incredible event together. Thank you to all who participated in the event.

University of Western Sydney, Parramatta - whose undergraduate students raised awareness and funds for Northcott as part of their studies.

Wagga Wagga Fundraising Committee and Tamworth Fundraising Group - for their ongoing support and tireless efforts in raising funds for our services in the Riverina and New England Regions.

We would also like to give a special mention to the following Corporate Partners for their generous and ongoing support:

- ▶ Baxter Healthcare Pty Ltd
- ▶ Nestle Australia

Bequests

Bequests are a vital source of income for Northcott. During 2013–14 we were privileged to receive over \$300,000 from 14 estates. Our thanks also go to 35 people who have confirmed that they have left money to Northcott in their wills. We are grateful for all those who have chosen to remember us in their will.

May Gibbs

When she passed away in 1969, iconic Australian author and artist May Gibbs bequeathed the copyright from all her works to Northcott and the Cerebral Palsy Alliance. Under this arrangement, we receive 50% of the royalties earned from the sale of May Gibbs branded products as part of our fundraising revenue. Over the years, through May Gibbs' foresight and generosity, proceeds from the sale of her merchandise have contributed hundreds of thousands of dollars to help support people with disabilities. In 2013–14 we received almost \$160,000 through this revenue stream.

Where the funds were used

Fundraising activities and donations helped fund services and programs, purchase new equipment, upgrade our facilities, and pay the salaries of some staff. Examples of where donors' money was used include:

- ▶ Our swimming carnivals, where children with disabilities compete with their peers in a supported, safe environment.
- ▶ New accommodation services, which allow young people with disability to move from aged care into supported and more independent living.
- ▶ Tele-practice workshops and therapy sessions that were delivered to families from regional areas using tablets so people didn't need to travel long distances to a major city.
- ▶ Therapy equipment, including communication devices and other tools.
- ▶ Staff salaries for positions we could not fund through other means.
- ▶ Property maintenance and repairs at our offices, respite houses and other facilities.
- ▶ Support for our Library.

The coming year

We will continue to communicate with our existing supporters to ensure that we are meeting their needs. We will also invest in attracting more monthly donors, corporate and community groups and trusts and foundations to support the work that we do. As Northcott grows so too does our need to turn to the community to help us provide the quality of service deserved by those people we support.



We shared Ben's story with supporters in our Tax Appeal

Thank you to all our donors, fundraising groups, and club and corporate partners. Without your contributions, we would not be able to provide many of our services and programs that make such a difference to the lives of the children and adults we support.

New funding

We tendered for and won the following new funding, all of which are commencing in 2014–15:

- ▶ \$375,000 for Flexible Respite – Individualised & Self-Managed model – awarded by Disability ACT.
- ▶ \$1 million for Transdisciplinary Early Childhood Intervention services – awarded by NSW Ageing, Disability and Home Care (ADHC).
- ▶ \$25,000 for a NDIS-specific workforce project - awarded from the NSW Organisation Transition Fund.

Government funding

This year, we received \$36.7 million in funding from the Federal and State and Territory governments to help us develop and run many programs and services. This made up 87% of Northcott's revenue for the period, with 93% coming from the NSW Government. This is an increase of \$2.8 million from last year, mainly relating to the expansion of Ageing, Disability and Home Care (ADHC) programs.

In addition to funding programs and services, this important revenue source enabled us to undertake innovative projects including:

- ▶ Developing *All In!* The Inclusion Guide, our new website providing advice to help individuals and community organisations include children with disabilities aged 0-8 years old in mainstream activities (see page 32).
- ▶ Planning and facilitating All Communities Together (ACT Now 2), a three-day gathering for Aboriginal community members. The aim of the event was to identify service needs for Aboriginal people in relation to the National Disability Insurance Scheme (NDIS), provide information about the NDIS to Elders and establish relationships for ongoing conversations between Aboriginal communities and government and disabilities agencies about the NDIS. Funding helped to cover the cost of 130 attendees at the event, and the development of resources including a DVD for attendees to take away.

Given our reliance on government funding now and in the future to run many of our programs and services, we take the tenders and grants process seriously. We have a team dedicated to completing tenders and grants applications and have improved many of our internal evaluation and reporting systems and processes to enhance the quality of our submissions.

Future funding expectations

As a result of the state government's shift towards an individualised funding model, disability-specific and ADHC block funding and tendering opportunities will decrease over the next few years. This will result in fewer large contracts being awarded to service providers such as Northcott. However, we believe there are good opportunities to continue to receive large amounts of funding through individual packages awarded by clients.

We also expect the future roll out of the NDIS after the trial period to impact tendering opportunities, with fewer block contracts available. However, as we will be attracting new NDIS business, there will be opportunities to win funding from individual clients choosing Northcott for their services and supports.

We anticipate there will also continue to be a range of other government funding opportunities focused on broader or diversified service offerings that may not be disability specific or related to direct service provision. These could include funding for community development and broader target groups.

Northcott Conference and Function Centre

The Northcott Conference and Function Centre provides revenue to help offset our administration costs and cover the costs of some programs and services that do not receive funding from elsewhere.

Located in our Parramatta office, the centre has state-of-the-art meeting rooms, a commercial kitchen, accessible toilets and conference facilities and services suitable for corporate events or private functions.

On some days, the centre can have as many as 330 people onsite attending functions. Flexible room configurations allow up to three functions at the same time. This year, bookings from external organisations remained static, while there were 400 bookings for internal events and services.

This year we upgraded the furniture in the Function Centre to enhance setup flexibility and ease of handling.

Key customers in 2013–14 included Moore Stephens, Direction First, Sensory Solutions, Blue Planet Research and Consulting, NSW Legal Profession Admission Board, GTK Rehab, Acute Healthcare, Management Consultancy International, Drake International, Aidacare, Ottobock Australia, MBH Training, Ageing, Disability and Home Care, The Office of the Environment and Heritage, and Transport for NSW.

Supporting the community

We provided all community groups and not-for-profit organisations with a discount off the commercial hire rate. This year, not-for-profit clients included OT Australia, Polio NSW Inc, Amputee Association of NSW, Down Syndrome NSW, Spinal Cord Injuries Australia, Key Word Sign, Gowrie NSW, Friends of Old Government House, Southern Cross Care, AFFORD and Multiple Sclerosis Australia.

Surplus food is managed following strict food hygiene procedures and re-distributed to a local homeless shelter. This year, approximately 160kg of food was diverted from waste.

For more information about the facilities for hire, or to book a function, phone **02 9890 0136** or email enquiriesncfc@northcott.com.au



We hosted a breakfast for the Coleman Greig Executive Challenge in the Northcott Conference and Function Centre

Preparing for the NDIS

With the full national roll out of the National Disability Insurance Scheme (NDIS) scheduled for completion by July 2019, Northcott's future sustainability is dependent on our success in planning and preparing for this way new of operating. From a service delivery perspective, we have already heavily invested in refining and streamlining our business processes, systems and service models to better suit the NDIS way of funding and operating. This year, we used our experiences in the Hunter trial site, where we have 20 NDIS clients, to adapt and improve services and supports across the organisation.

Each service stream has also devoted resources to developing and reviewing its service models to assist in ensuring greater consistency across systems and procedures and also to help explore future products suitable under the NDIS.

Internally, we are educating our staff about the NDIS through workshops and internal communications material. These activities will continue as we aim to increase the NDIS knowledge and awareness of our staff.

For existing and prospective clients, we have started to provide information to help them understand the NDIS, what it means for them and the services and support we offer. This has included running workshops, attending expos, posting information on our website and providing other one-on-one support to help clients transition under NDIS. We have also begun to review and update our marketing material to ensure we can attract existing and new clients through the NDIS.



Four-year-old Lucy with her mum Lisa (left) and Northcott staff member, Rebekah - read their story on page 36

Corporate Social Responsibility

Our corporate social responsibility (CSR) activities reflect our aim to be a leader and advocator within the disability sector and not-for-profit community promoting and building an inclusive society for all.

Our first Reconciliation Action Plan (RAP), which guides our relationship with the Aboriginal and Torres Strait Islander community, is working towards increasing cultural competence throughout the organisation. Championed internally by our CEO, the RAP sets out key actions across three focus areas – Relationships, Respect and Opportunities. It will improve the way Aboriginal and Torres Strait Islander people and their families engage with our services, strengthen our relationships with the community and help to create new opportunities for Aboriginal and Torres Strait Islander staff.

We provided in-kind support, administrative assistance, rent-free office space and some financial support to the Polio NSW Inc and the Amputee Association of NSW Inc, continuing our long-standing partnerships with these small organisations.

As we have done for many years, the Northcott Conference and Function Centre continued to offer a subsidised rate to not-for-profit organisations. We also donated 160kg of surplus food from functions to a local homeless shelter.

We developed strong relationships with community groups and other organisations to promote their services to our clients, offer support and share resources. In some cases, we ran support groups and programs in partnership with specialist organisations by providing a venue free of charge.

Environmental sustainability

Reducing our impact on the environment is an important contributor to the future sustainability of Northcott. This year, with assistance from a sustainability engineer from AE Smith, we secured \$134,000 from the Federal Government's Community Energy Efficiency Program (CEEP). This program provides grants to local governments and not-for-profit organisations for energy efficiency upgrades such as lighting, heating, ventilation and air conditioning.

We used the funding to upgrade equipment such as LED lighting in our Head Office building in Parramatta to improve energy efficiency and ensure ongoing building efficiency through the use of intelligent technology. A new building management system to monitor how the building is consuming energy was also installed, with capability to monitor service maintenance requirements. The CEEP grant covered half the cost of the upgrade. We anticipate that as a result of the equipment upgrades, the building's annual energy and service costs will reduce by \$31,000 and our annual CO² emissions will decrease by approximately 191 tonnes.

The coming year

We will work closely with AE Smith to fine tune the building management system in order to gain further savings in running costs and continue to reduce our CO² emissions.

An accredited auditor will reassess the Head Office building against the National Australian Built Environment Rating System (NABERS) in early 2015 as part of the CEEP agreement.

IT systems

Client management system

We began implementation of a new client management system to replace the paper-based files we use for managing information about the people we support. The chosen software, CareLink+, allows us to manage all services and clients across all locations via a single solution. Over the past two years we have worked with the software supplier to customise the system to meet our specific needs.

There are many benefits to moving to the new system including the ability to scale up with a comparatively lower staff footprint than previously possible, reduced administration, less data duplication and greater client satisfaction as a result of the ability to access information from a single online location across all services. The new system also allows increased capacity to manage enquiries quickly, efficiently and in a cost effective manner.

We are also confident that future releases of CareLink+ will address forthcoming requirements of the National Disability Insurance Scheme and other legislative changes that may impact the disability sector in years to come.

Infrastructure

We upgraded our IT infrastructure to improve economies of scale and ensure easy scalability for the future. We moved all critical server infrastructure (such as the email system) to an enterprise data centre with disaster recovery and redundancy capability. To reduce IT costs, we implemented Citrix, an application delivery system that allows staff to work from any location and with any devices.

We also upgraded the network infrastructure to improve our ability to deliver services using tele-therapy and voice and video conferencing, allowing staff to support remote clients without the need to travel long distances.

Servers in the enterprise data centre and network infrastructure are now driven with industry standard Service Level Agreements ensuring improved service uptime, faster incident responses and resolution. Providers must meet a minimum uptime and continuous monitoring of Northcott IT infrastructure to ensure they fulfil these obligations.

The coming year

Additional functionality, including integration with our finance, human resources and quality systems, will be added to CareLink+ to further reduce manual paperwork. We will also investigate the potential to access CareLink+ on mobile devices to further increase adoption.

To assist us to meet expected growth across the organisation, several sites and offices will be allocated increased internet bandwidth.

Evaluation

We placed increasing importance and focus on our internal evaluation processes and systems to improve services and programs and to help us become more accountable to those who are purchasing services from us.

Evaluation tool

We negotiated with our Victorian counterpart, Scope, to access the 'Measuring Outcomes in Services and Supports' (MOSS) tool to assist us with setting goals and evaluating outcomes of our services and supports. MOSS measures self-rated performance and satisfaction levels before and after the delivery of a service. By using the tool, we will be able to measure the number of people who achieve and do not achieve goals, their progress against achieving goals and identify barriers and enablers to achieving goals.

Evaluations

We evaluated the Partnerships in Inclusive Program (PILP) and Speech and Occupational Therapy (SPOT) in Schools Pilot Project to assess the effectiveness of the two models to make a positive impact on inclusive therapy practices within the classroom and the capacity of teachers to recognise issues and tailor classroom activities to meet individual needs.

As a result of these evaluations we were able to develop new models of service, adapt and improve services, and were allocated additional funding from external sources to continue these successful projects.

We also completed evaluations of our Individual and Family Support Services and Day Programs and identified key program outcomes and measures that will be used across other programs and services in the coming year.

In July 2013 we commenced an evaluation project in collaboration with the Agency of Clinical Innovation to investigate satisfaction levels for services provided by the NSW Health Spina Bifida Adult Resource Team (SBART), including client use and satisfaction with the SBART Facebook page. The project, which will be completed in December 2014, aims to identify service gaps and provide direction for future service delivery.

In collaboration with the University of New England, we are assessing what access and inclusion means for children aged 0 to 8 years and their families in a Northern NSW town. This project runs from January 2014 until July 2015.

The coming year

We will continue to conduct internal evaluations over the next 12 months, with the intention that the results will contribute to ongoing learning and continuous improvement of our services and programs. Where appropriate we will seek funding and partnerships to assist us in this work.

We will survey our clients to gather feedback from across all services and locations.

Quality and Risk

Third party and legislative compliance

Our Board of Directors and executive team have ongoing responsibility for ensuring Northcott operates in accordance with all legislative requirements and is accountable to its stakeholders for providing quality services to clients and a safe and supportive environment for staff, visitors and contractors. Quality assurance and continual improvement in our services are integral in improving the organisation's overall performance and future sustainability. Our internal systems and procedures are continuously monitored, reviewed and improved through a number of channels, including internal committees (see www.northcottannualreport.com.au/2014 for more on our committees).

This year, to ensure we would meet compliance requirements set by funding providers such as Ageing, Disability and Home Care and Disability ACT, we conducted comprehensive self-assessments to identify gaps in our services, and developed and implemented an action plan to address areas in need of improvements. We achieved the following independent verification and certification:

- ▶ Compliance with the NSW Disability Services Standards – verified by BSI
- ▶ Commendable quality management system – verified by BSI
- ▶ Quality management system compliance with the National Disability Services Standards specifically in relation to providing disability employment services – verified by BSI Management Systems in accordance with *ISO 17021 Conformity Assessment*
- ▶ Compliance with the National Disability Standards and Service Funding Agreement set by Disability ACT for our after school and vacation care programs and Chifley accommodation service in the ACT – verified by RSM Bird Cameron

We also maintained compliance with the following legislation and standards:

- ▶ National Standards for Disability Services 2013
- ▶ *NSW Disability Services Act 1993*
- ▶ NSW Disability Services Standards 2011
- ▶ *ACT Disability Services Act 1991*
- ▶ *National Regulatory System for Community Housing (NRSCH) Act 1992*
- ▶ *Children and Young Persons (Care and Protection) Act 1998* and *Children and Young Persons (Care and Protection) Regulation 2000*
- ▶ *The Equal Opportunity for Women in the Workplace Act 1999.*

Risk management

Our risk management framework is driven by the internationally accepted standard *ISO 31000:2009 – Risk Management – Principles and Guidelines*. We adhere to this standard by identifying the risks associated with delivering our services and monitoring and assessing them according to our governance structure, strategic planning and policies and procedures. Our framework includes a set of systems and processes that, when integrated, provide a cycle of continuous improvement. It includes the following major components:

- ▶ an incident and feedback management system and processes;
- ▶ a risk register that is linked to the Strategic Plan;
- ▶ policies and procedures that provide the ‘how to’ for staff who deliver the services; and
- ▶ a risk management committee that provides oversight of the framework.

Incident management

We used RiskMan to manage, track, monitor and report on 781 incidents across the organisation, down from 912 in the previous year. We also trained 259 staff in incident management to help ensure incidents are handled effectively, appropriately and as quickly as possible.

Feedback and complaints

Client and stakeholder feedback such as complaints, suggestions and compliments are crucial to effective service delivery and the ongoing development and improvement of the organisation. This year, we implemented a new feedback and complaints process and RiskMan reporting module to improve the quality of our complaint handling, communication to stakeholders and reporting to management and the Board.

To improve our communication with stakeholders, we trained 169 staff in ‘Handling Feedback Effectively’.

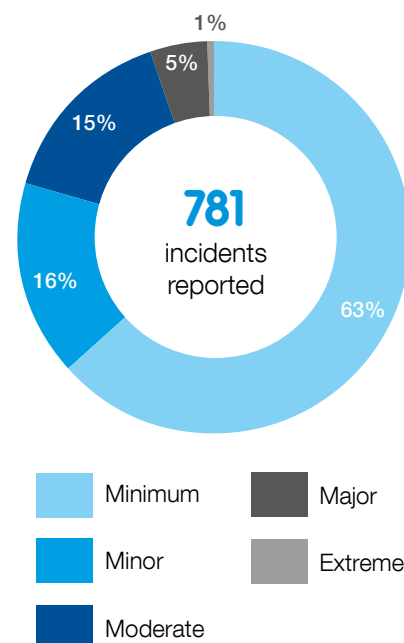
The coming year

We are developing a stream self-assessment using the Disability Services Standards as the overarching framework and exploring ways to simplify our policies and procedures.

We will update our Risk Register to improve our monitoring of risks and incidents, and use client and stakeholder feedback to make improvements to our services, processes and systems for the long term sustainability of the organisation.

We will identify which industry quality standards we will strive to meet for accreditation.

Severity of incidents 2013–14



Governance

Role of the Board

Northcott is governed by a Board of Directors appointed by our Members (listed on page 88). The role of the Board is outlined in the Constitution of The Northcott Society (trading as Northcott), which was reviewed and accepted by Members in 2013. The Board has ultimate responsibility for Northcott's direction and performance; approval of the annual budget and financial plan; financial performance including monitoring/approval of the financial reports and liaison with auditors; assessment of the performance of the CEO; and monitoring of managerial performance. The Board is also responsible for ensuring significant risks are identified and appropriate controls implemented; and for reporting to Members, stakeholders and regulatory authorities.

The Board consists of between five and 12 non-Executive Directors. The CEO may be appointed as Managing Director, creating an additional director role. The Board is a skills-based board. Directors are chosen on the basis of their ability to assist in furthering the objectives of the organisation. Non-Executive Directors are not remunerated. Each Director may serve for a maximum three-year term, and then must retire. They may apply for re-election.

Board processes

The Board meets a minimum of seven times per year. It also meets with Members and stakeholders at the Annual General Meeting, where the Chairman delivers a report. The Board also meets with staff in December.

Board composition

The names and details of the Directors are on pages 54–55. Most Directors have had a long-standing relationship with Northcott before becoming a Director.

All Directors, with the exception of the Managing Director, are independent Directors, and are free from any interest and any business or other relationship that could, or could reasonably be perceived to materially interfere with the Director's ability to act in the best interests of Northcott.

The Managing Director is employed under a performance-based contract. The Chairman conducts a performance review at least annually, with recommendations endorsed by the Board. The Board has a formal set of delegations under which the Managing Director must operate.

How new Directors are recruited

The Nomination Committee, a sub-committee of the Board, is responsible for selecting suitable candidates for the Board and for recruiting new Directors. Candidates are interviewed by the Nomination Committee, which then makes recommendations to the Board. The Nomination Committee now also forms a Remuneration Committee to review the performance of the CEO and senior staff. Directors receive an induction and are offered board training delivered by the Australian Institute of Company Directors.

Risk management and ethical standards

All Directors have a duty to act honestly at all times, with reasonable skill, in good faith and in the best interests of Northcott. This means taking proper action where necessary, declaring any conflicts of interest, and avoiding mismanagement or inaction. Directors must also adopt and follow sound business policies and practices. The Board's performance is reviewed regularly in line with policies. During 2013, the performance of individual Directors and the overall functioning of the Board were reviewed by an external consultant.

Northcott has long-standing relationships with corporate partners to ensure that it remains aware of its legislative and regulatory responsibilities. The executive team has portfolio responsibility for appropriate areas of legislation, and regular reports of changes are contained in the Board papers.

Northcott also maintains membership of appropriate peak and industry organisations to ensure that it is aware of policy and procedure in the disability and not-for-profit sectors.

Board Committees

There are two formal Board Committees: the Finance and Properties Committee and Nomination Committee. The purpose of the Finance and Properties Committee is to assist the Board with effective oversight over Northcott's financial performance, internal controls, audit, risk, insurance, asset management and investment matters. This includes but is not limited to reviewing financial performance, recommending Northcott's annual budget and managing and reviewing internal and external audit matters including appointing the external audit provider, liaising between the auditor and management team and reviewing and confirming the auditor's independence. The role of the Nomination Committee is to oversee the selection and appointment of Directors, and acting as the Remuneration Committee, to review the performance of the CEO and senior staff.

Each Committee has a Terms of Reference, which has been endorsed by the Board. Formal reports are made to Board meetings by the Committee chair, with minutes tabled for the entire Board. Directors are also involved individually in a number of other committees assisting Northcott with its work. Go to www.northcottannualreport.com.au/2014 for more information about our committees.



"I have been a Northcott client for most of my life. The impact it has had on my life has been multi-faceted. As a child, I attended the 'half-and-half' kindergarten pioneered by the NSW Society of Crippled Children, as Northcott was known then.

That kindergarten was, in its day, well ahead of its time, recognising the importance of education integration by providing a single educational institution where 50% of the students had disabilities and 50% did not.

At that time, integration wasn't occurring in any 'mainstream' schools in Australia, so the kindergarten was truly revolutionary. Because of this kindergarten, Northcott vindicated for

me the view my parents instilled in me that my disability would not (and ought not) prevent me from engaging fully in life and society and achieving all of my personal goals.

As an adolescent and young adult, Northcott gave me access to very clever people at Northcott Equipment Solutions, who would come up with solutions to overcome barriers created by a not-so-helpful physical environment.

As a professional and Northcott Board Director, I have contributed to its capability and growth as a highly successful organisation. More recently, the Board has endorsed Northcott investing in a subsidiary company in which I am directly involved

that will engage in sophisticated research and development activities to develop and commercialise technologies for people with disabilities.

I have always regarded myself as a disability activist and a person keen on seeing people with a disability included in all aspects of life and society, without limit. In my view, a society which discriminates and/or which does not proactively seek to include all of its members, is highly inefficient.

Northcott's purpose is to build an inclusive society where people can live the life they choose. That is something I want to be a part of!"

Rob, 42

**I want people
with disabilities
included in all
aspects of life**



Financial summary

Five-year financial summary

TOP LINE FINANCIAL COMPARISON	13/14 (\$'000)	12/13 (\$'000)	11/12 (\$'000)	10/11 (\$'000)	09/10 (\$'000)
INCOME & EXPENDITURE					
Operating revenue	41,893	36,450	34,819	28,745	26,658
Operating expenditure	(42,374)	(38,043)	(33,572)	(30,003)	(27,637)
Operating surplus / (deficit)	(482)	(1,592)	1,246	(1,258)	(979)
Financial income / (loss)	1,715	1,748	847	1,744	1,727
Capital grants income	427	3,087	1,845	38	686
Net surplus / (deficit)	1,660	3,243	3,938	524	1,434
ASSETS & LIABILITIES					
Total assets	50,989	47,592	44,351	45,127	45,550
Total liabilities	15,865	14,151	14,127	18,850	19,755
Total equity	35,124	33,441	30,224	26,276	25,796
CASH FLOWS					
Net cash from operating activities	4,555	5,369	137	214	4,946
Net cash from investing activities	(2,522)	(1,390)	(2,356)	(1,240)	(6,708)
Cash and cash equivalents at 30 June	8,903	6,870	2,891	5,110	6,137
RATIOS					
Current assets / Current liabilities	1.67:1	1.6:1	1.52:1	1.28:1	1.23:1
Total cost of services / Total expenditure	73%	73%	73%	72%	72%

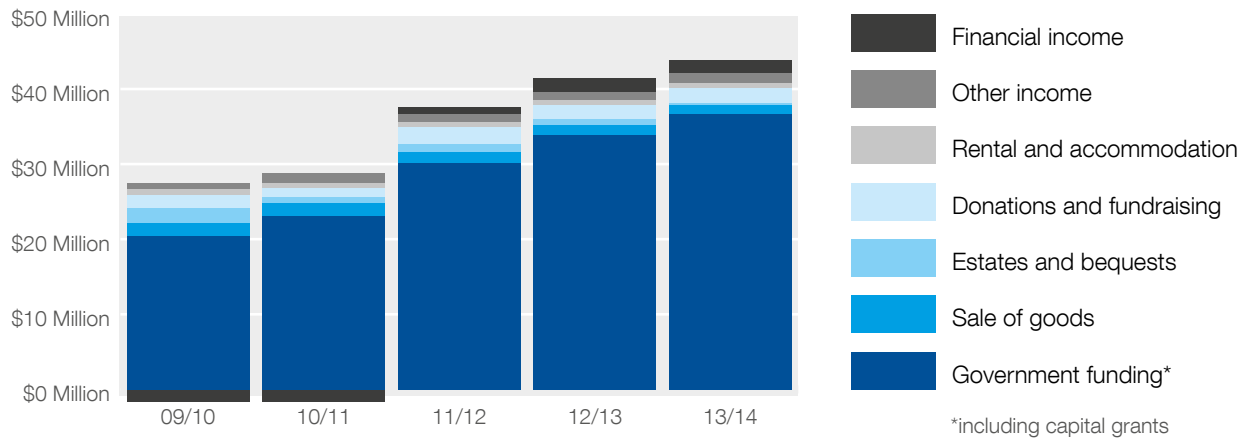
The Group (being The Northcott Society and its controlled entity) has experienced continued revenue growth over the last five years. Our operating revenue has increased on average by 12% a year, from \$26.7m in the 2010 financial year (FY2010) to \$41.9m in the 2014 financial year (FY2014). Government funding (excluding capital grants) has nearly doubled from \$19.7m in FY2010 to \$36.3m in FY2014, mainly related to the expansion of Ageing, Disability and Home Care (ADHC) programs.

With the increase in funding and activity, expenditure has also increased over the last five years on average by 11% a year, from \$27.6m to \$42.4m:

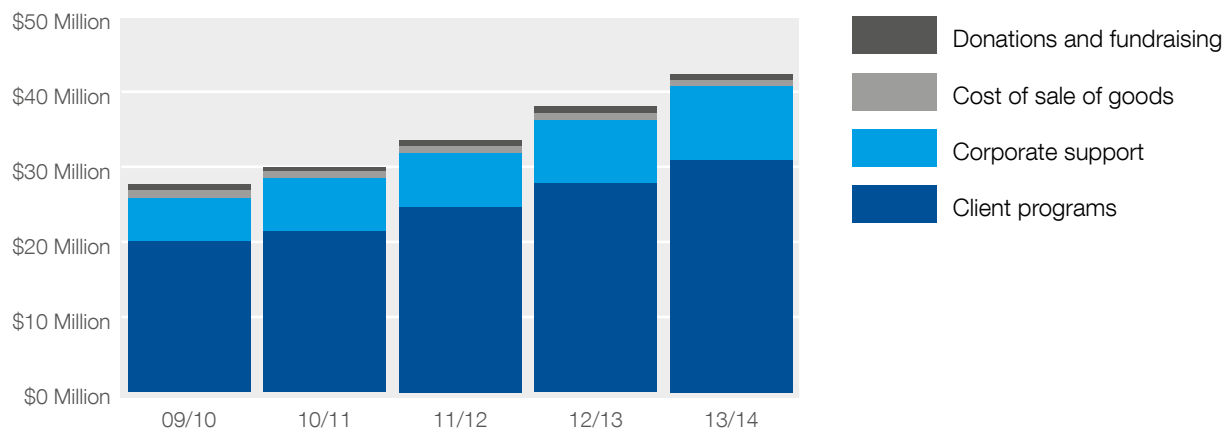
- ▶ Expenditure on client programs is 55% higher in FY2014 at \$30.9m compared to \$20m in FY2010, due to the increase in costs associated with the expansion of programs over the last five years.
- ▶ Expenditure on corporate support* is 69% higher in FY2014 at \$9.8m compared to \$5.8m in FY2010, which is in line with our increase in activity over this time.

* Corporate support costs include corporate services costs together with the costs associated with client program management, research and evaluation, person centred culture development, person centred behaviour support and the Northcott library.

Sources of income



Uses of income

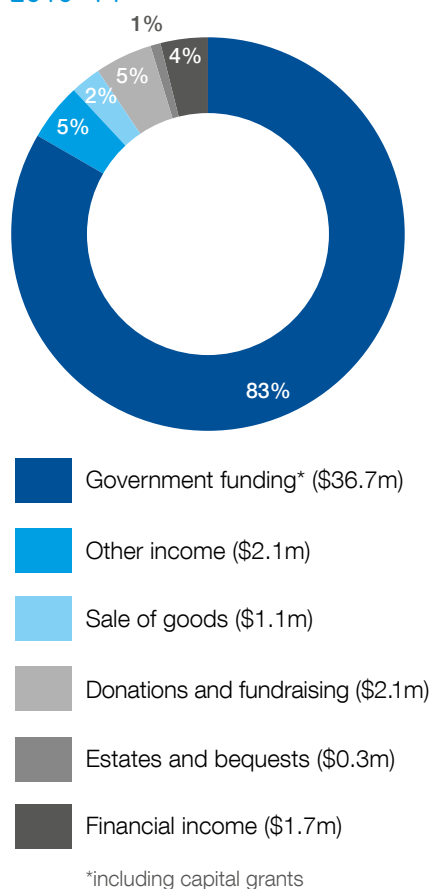


The Group's net assets have increased by \$9.3m (36%) since FY2010, primarily due to the strong investment returns throughout this period and the construction of two Younger People in Residential Aged Care (YPIRAC) properties in Mount Hutton and Lake Macquarie, which were funded by government grants.

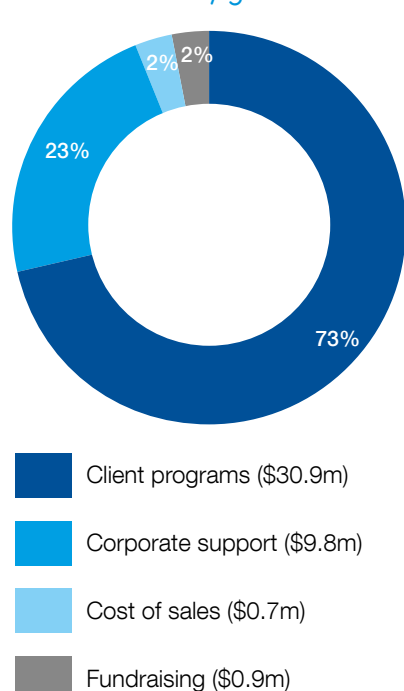
Overall results for 2014

The result for the Group for FY2014 was a consolidated net surplus of \$1.7m (2013: \$3.2m). The FY2014 operating results generated a negative return, which was offset by strong investment returns. The operating result included strategic investments in preparation for the transition from the existing funding arrangements to the National Disability Insurance Scheme (NDIS).

Where the money comes from 2013–14



Where the money goes 2013–14



2014 and 2013 Financial Year Comparison

Operating revenue

The Group experienced continued revenue growth over the last year. Operating revenue increased by \$5.4m (15%) to \$41.9m in FY2014.

Government funding increased by \$5.5m (18%) to \$36.3m in FY2014, mainly relating to the expansion of Ageing, Disability and Home Care (ADHC) programs. During FY2014:

- ▶ Funding for Employment and Life Skills increased by \$2.5m (35%) to \$9.4m. The overall number of clients increased by 25%, largely due to new vocational skills services in areas of growing demand.
- ▶ Funding for Accommodation increased by \$1.1m (25%) to \$5.6m. We opened two new supported accommodation services and began to provide support services for our first ACT-based accommodation service.
- ▶ Funding for Self Managed Life Skills increased by \$0.9m to \$1.1m. In FY2014, 45 people (2013: 19) came to us for help with managing their own funding packages.
- ▶ Funding for Therapy increased by \$0.8m (30%) to \$3.4m. We received funding to develop a resource for the NSW northern region to improve the capacity of mainstream services to support children with disabilities.

Revenue from fundraising and donations (monetary) increased by \$0.4m (29%) to \$1.9m, with donor numbers increasing to 9,500 in FY2014 (2013: 8000). This year's result also includes a one-off donation of \$0.25m. Note, total revenue from fundraising and donations for FY2014 was \$2.1m, which includes \$0.2m of non-monetary donations.

Revenue from estates and bequests fluctuates from year to year. During FY2014, we received \$0.3m from 14 estates, which is \$0.5m lower than the previous year.

Operating expenditure

With the increase in funding activity, expenditure also increased by \$4.3m (11%) to \$42.4m in FY2014.

Client program expenses increased by \$3.1m (11%) to \$30.9m in FY2014 due to the increase in costs associated with the expansion of programs during the year. Some key areas of increased expenditure include:

- ▶ increased staff resources to support the growth of programs for Employment and Life Skills (\$1.3m), Accommodation (\$0.8m) and Therapy (\$0.3m); and
- ▶ increased client support in Self Managed Life Skills (\$0.5m) and Therapy (\$0.3m) programs.

Corporate support expenses increased by \$1.4m (17%) to \$9.8m. The Group heavily invested in refining and streamlining business processes, systems and service models to better suit the NDIS way of funding and operating. This included such things as IT investments, additional marketing and new positions to coordinate implementation of the NDIS in the areas we work. Examples of increased expenditure include:

- ▶ Research and Evaluation. We supported five internal research projects and endorsed 25 external projects. We have also placed increasing importance and focus on our internal audit and evaluation processes and systems.
- ▶ In response to growing demand we have expanded our Person Centred Behaviour Support team which provides support services for parents, carers, service providers and staff across all service streams.
- ▶ Our Person Centred Practice and Culture team has continued to grow with more industry presentations, workshops and training delivered by our team.

Other revenue

- ▶ **Financial income** generated a positive return of \$1.7m, which is consistent with the previous year's results.
- ▶ **Capital grants income** was \$0.4m, which was \$2.7m (86%) lower than the previous year (2013: \$3.1m). In the 2013 financial year (FY2013), the Group received \$2.8m in capital grants income from the NSW Government in relation to the completion of our Younger People in Residential Aged Care (YPIRAC) project in Mount Hutton.

Assets and liabilities

Total assets increased by \$3.4m (7%) over the financial year to \$51m, which is mostly reflected in current assets:

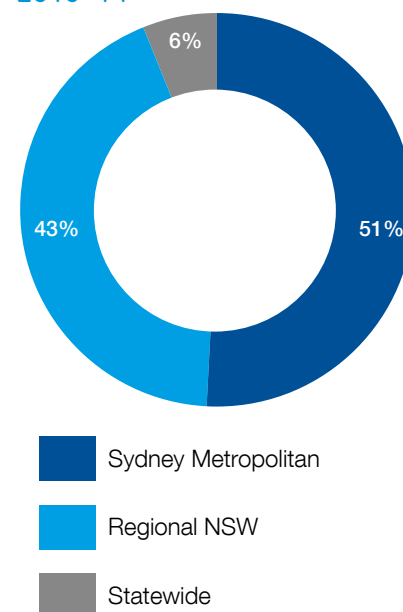
- ▶ **Cash and cash equivalents** increased by \$2m (30%) to \$8.9m in FY2014, primarily due to higher levels of Government funding received in advance and cash proceeds received from a sale of property that occurred in FY2013.
- ▶ **Trade and other receivables** decreased by \$0.8m (49%) to \$0.8m in FY2014 as the above mentioned sale of property was recognised as a receivable as at 30 June 2013.
- ▶ **Other financial assets** increased by \$2.6m (20%) to \$15.7m in FY2014 as a result of strong investment returns throughout this time, which were reinvested, in addition to the investment of surplus funds from the disposal of leasehold improvements in a prior year.

Total liabilities increased by \$1.7m (12%) to \$15.9m in FY2014, which is mostly reflected in current liabilities:

- ▶ **Other current liabilities** increased by \$1m (11%) to \$9.6m due to higher levels of Government funding received in advance.
- ▶ **Trade and other payables** increased by \$0.6m (26%) to \$3.1m, which reflects the increased activity and growth of our services.

Total accumulated funds increased by \$1.7m (5%) to \$35.1m. This increase is attributable to the surplus for the year (\$1.7m).

Where the money is spent 2013–14

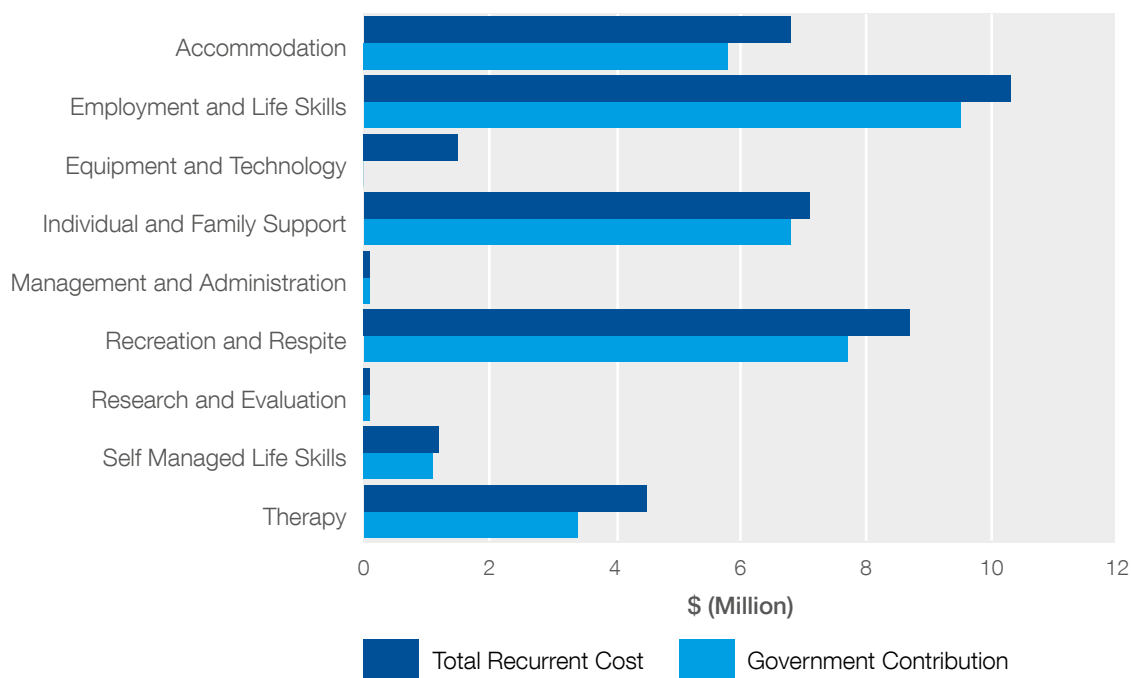


Cash flows

Our cash and cash equivalents increased by \$2m in FY2014:

- ▶ **Operating activities** generated a cash surplus of \$4.6m, which is \$0.8m (15%) lower than the previous year. In FY2013 we received the final cash instalment from a prior year disposal of leasehold improvements (\$0.5m). In addition managed fund distributions received in FY2014 were \$0.3m lower than the previous year.
- ▶ **Investment activities** generated a cash deficit of \$2.5m, which is \$1.1m (81%) lower than the previous year, primarily due to the reinvestment of managed fund investments during the year.

Cost and funding of services 2013–14



Financial statements

This summary financial information is intended to provide an overview of the financial statements and to highlight matters of interest. This information is not intended to replace or modify the content of the complete financial statements which have been audited by KPMG.

This Annual Report and the Financial Report (including the complete audited financial statements) are available on our website under the Publications link. The Annual Report can also be viewed online at www.northcottannualreport.com.au/2014

The 2014 Northcott Annual General Meeting will be held on 6 November 2014.

Our financial service providers

Auditors

KPMG
10 Shelley Street
Sydney NSW 2000

Bankers

ANZ
Ground Floor
20 Martin Place
Sydney NSW 2000

Insurance Brokers

InterRISK Australia Pty Ltd
Level 1, 7 Macquarie Place
Sydney NSW 2000

Investment Advisers

Russell Investment Management Ltd
Level 29, 135 King Street
Sydney NSW 2000

UBS Wealth Management Australia
Level 16, Chifley Tower
2 Chifley Square
Sydney NSW 2000

Solicitors

Allens
Level 28, 126 Phillip Street
Corner Hunter & Phillip Streets
Sydney NSW 2000

Coleman Greig
Level 11, 100 George Street
Parramatta NSW 2150

Investments

Governance

Northcott's investments are governed by the Finance and Properties Committee ("the Committee") in accordance with the Committee's Charter as agreed by the Board. The Committee is responsible for reviewing Northcott's investment performance, including:

- ▶ reviewing and managing Fund Manager performance;
- ▶ receiving detailed investment performance presentations from Fund Managers;
- ▶ reviewing, at least annually, Northcott's overall investment position and performance having regard for the current investment environment and outlook, and if necessary, recommending changes to the allocation mix, manager allocations and/or investment policy;
- ▶ recommending potential changes to Fund Managers; and
- ▶ monitoring the Chief Operating Officer's implementation of policy and Board directives.

Fund Managers

As at 30 June 2014, Northcott's funds were invested with Russell Investment (88%) and UBS Wealth Management (12%).

2014 performance

In the 2014 financial year (FY2014) we recognised \$1.5m of financial income (2013: \$1.5m). Note, this amount excludes the \$0.2m (2013: \$0.2m) of financial income belonging to Northcott's controlled entity, Spinecare Foundation, which is included in the Group's consolidated results on page 82. After excluding interest income, our net return on investments is \$1.3m (2013: \$1.4m), which represents a return on investments of 10% for FY2014 (2013:10%). The expected long term return for our investment is the Consumer Price Index (CPI) + 3%. For FY2014, the targeted return was 6%.

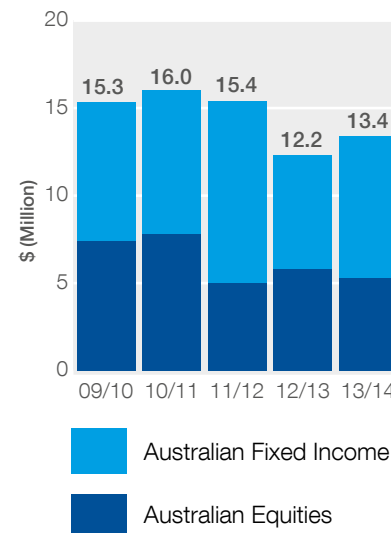
Current strategy

Our current strategy is to broadly invest 50% in Australian Equities and 50% in Australian Fixed Income, which represents a conservative approach to achieve real growth.

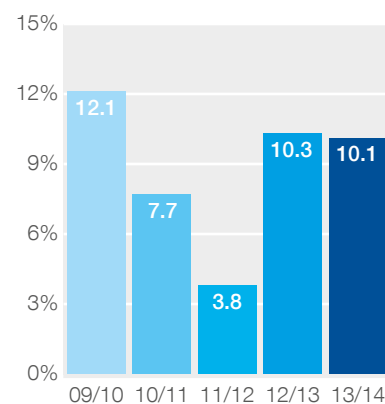
How we spent these funds and future plans

During FY2014, investment returns were reinvested to help strengthen our net asset position and increase our capacity to provide services. Looking forward, Northcott plans to use disbursements from investments to support Northcott's strategic goal of building a sustainable organisation that is fit for the future. These investment returns will provide Northcott with the flexibility to respond to future opportunities and challenges to ensure Northcott's long term success.

Asset allocation



Return on investments



Members

Honorary Life Governor

Richard M Griffin AM
D W King OAM

Honorary Life Member

R Casey
Trevor Chappell
Thomas J Claffey
Terence Cody
Edward Condran
J Doug Donoghue
Ron J Finneran
Beverly Fletcher
Jean Garside

Frank & Carole Misson
Lynne Moore
A E F Rofe
Normie J Rowe AM
Norma Topp OAM

Life Governor

Robert O Albert AO
Phillip J Cave AM
Ann Coventry
RK & MR Critchley
John B Fairfax AO
Keith & Betsy Forrester
Bill & Alison W Hayward

Pieter Huveneers
W M Loewenthal
Rocco P Mangano
Stan May
B McLachlan
Charles F Moore
Graham O'Donnell
Paul & Karen Okkerse
Les & Judy Rae
John B Reid AO
David Ross
Basil Sellers AM
Tim Sims
Dick Smith AO



Participants from our Life Skills program in Parramatta

Life Member

	Wallis M Fletcher	Tony & Jill McGrath
B About	W Flynn AO	Primrose Moss
Michael C Ahrens	Glenn Gardner AM	Elson Pow
Kim Anderson*	Sir Arthur George AO*	Peter Pynes
Muriel Andrews	John Gerahty	Hon Justice Steven Rares
Neil & Diane Balnaves	Ross E C Grainger	Patricia Robertson-Cuninghame
C J & Y Barry	Ross Grant	Sophie Rothery
Stewart A Bates	Colin Gray	Jim Searant
Arthur S Bennett OAM	Trevor Gruzin	Gail Singh
Anthony R Berg	Con Harris	John Singleton AM
Kathryn G Birks	Emmanuel G Harris	Anny Slater
W D Blackshaw	Barry Hoffman	Christopher P Sparks
Richard Blaiklock	Helen M Hudson	Andrew W Stevenson
Robert & Robin Bradfield	Ian Hudson AM*	John Surian
Peter C Cadwallader	MA Jacob	Hugh Taylor
Susan Campbell	Christopher H Janssen	John H Valder
Chris Carr	Hugh H Johnson	Helen Wellings
Paul Carr	Caroline Jones AO	Brian G Wright
D Champion	Megan Jones	<i>*denotes deceased</i>
Mark & Evelyn Chan	Robert King	
David C Clarke	Marion A Kingston	
Roger Cowan	J Laws OBE	
Gretchen E Dechert	Kevin Laybutt	
Warren Dodd*	Patricia Lee	
Bruce Downie	Aino M Mackie	
Mary Fairfax AC OBE	James & Adele Maloney	
Jeff Fenech	Julie Manfredi-Hughes	
W J Ferguson	Robert & Sandra McCuaig	

Thank you

We appreciate all the financial support, sponsorship, and advocacy we receive from Members, organisations, individuals and communities. While we cannot acknowledge all contributors here, we are grateful for every contribution received.

Celebrity Ambassadors

Alex Blackwell
Jean Kittson
Mike Munro
Stephen O'Keefe
Dr Cindy Pan
Joel Reddy
Peter Wynn

Client Ambassadors

Georgie Cranko
Talia Lowe and Kirsty Roma
Jamie Whitworth

Bequests

Ray L W Blencowe
Ella Kate Boyd
David Brandon
Henry Lloyd Brown
Cater Charitable Trust
Lionel E F Dege
Frederick John Gibson
K & G Gluck Trust
Colin Douglas Hall
Welwyn Hay
Harry L Howden Charitable Trust
Raymond Victor Johnston
Mona Isobel Paul
Edith Roche

Club Grants

Bargo Sports Club
Blue Mountains Council
Cabramatta Bowling Club
Chatswood RSL Club Ltd
Dee Why RSL Club Ltd
Dooleys Lidcombe Catholic Club
Illawarra Catholic Club Limited
John Edmondson VC Memorial Club
Parramatta Leagues Club
Pittwater RSL Club
Ryde Ex-Services Club
Ryde-Eastwood Leagues Club Ltd
Shoalhaven Ex-servicemen's Club
Springwood Sports Club
The Galston Club
The Queanbeyan Leagues Club
Wagga RSL Club Ltd
West Pennant Hills Sports Club Ltd

Community Fundraisers

Drive4Life
Michelle Newland
The Executive Centre
The Westfield Group
Timothy Murphy
University of Western Sydney
Westfield Burwood
Westfield Hornsby

Event Partners



Frank Misson

Mike Coward



Fundraising Groups

Manilla Fundraising Group
Tamworth Fundraising Group
Wagga Wagga Fundraising Committee

Payroll Giving

Allens

Anzpac Services

Ausgrid Employees Childrens Appeal

British American Tobacco Australia Ltd (BATA)

Charities Aid Foundation

Investec Australia

King & Wood Mallesons

The Northcott Society

UBS

University of Western Sydney

Veolia Transport NSW Pty Ltd Payroll Giving

Western Earthmoving Pty Ltd

Westpac Matched Giving Program



Corporate Partners



Hornsby Shire Dance
Eisteddfod Inc.



Transport Employees
Welfare Fund Limited



Trusts and Foundations

AMP Foundation

Baxter International Foundation

Bruce & Joy Reid Trust

Collier Charitable Fund

Hildanna Foundation

Liangrove Foundation Pty Ltd

Maple-Brown Family Charitable Foundation Ltd

Philandron Foundation

Rellim Foundation

The Bluesand Foundation

The Broinowski Foundation

The Hawker Foundation

The J.L. Manches Memorial Trust

The James N Kirby Foundation

The Profield Foundation

The R A Gale Foundation

The Walter & Eliza Hall Trust

Todd Family Foundation

Wheelan Project Co Pty Ltd

Woodend Pty Ltd

Strategic Partners



Allens & Linklaters



MAJOR GIFTS

Individuals

Robert Albert

Richard Blaiklock

Michael Briggs

Bill & Alison Hayward

Pieter Huveneers

W Loewenthal

Rocco Mangano

Aaron Miller

Allan Moss

William Mudford

Norm O'Neill

Paul & Karen Okkerse

Joyce Sproat

Tom Stark

P Tang

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- Acknowledgements:** Text, design and photography: Northcott Marketing, Communications and Media Team. Printing: Megacolour.



Clients from the Life Skills program performed at the annual Shine Showcase in Parramatta

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