



Northcott Disability Services  
Annual Report 2011



# Contents

## **NORTHCOTT IN 2010/11**

- 1.....Our Purpose, Vision and Values
- 2.....Our Patron and Ambassadors
- 3.....Chairman's Report
- 4.....Who we are
- 6.....Our Services
- 8.....CEO's Report
- 10.....The Year in Review
- 12.....Reporting Against our Strategic Plan
- 14.....2011-2014 Strategic Plan
- 16.....Our Clients

## **OUR SERVICES**

- 20.....Where We Work
- 22.....Statewide Services
- 26.....Far North Coast
- 28.....Mid North Coast
- 30.....New England
- 32.....Central and Orana/Far West
- 34.....Hunter and Central Coast
- 36.....Illawarra
- 38.....Southern Highlands and ACT
- 40.....Riverina/Murray
- 42.....Nepean
- 44.....Northern Sydney
- 46.....Cumberland/Prospect
- 48.....Inner West
- 50.....South West Sydney
- 52.....Sydney Metropolitan-wide Services

## **ORGANISATIONAL PERFORMANCE**

- 56.....Organisational Structure
- 57.....Our Management
- 60.....Our Staff
- 63.....Occupational Health and Safety
- 64.....Our Feedback Mechanisms
- 65.....Corporate Social Responsibility
- 66.....Research at Northcott
- 70.....Fundraising
- 74.....Our Events
- 76.....Our Volunteers
- 78.....SpineCare Foundation
- 79.....Tertiary Scholarships
- 80.....Developments in the Sector

## **FINANCIAL SUMMARY**

- 84.....Board of Directors
- 86.....Financial Summary
- 90.....Governance Statement

## **THANK YOU**

- 93.....Thank You
- 96.....Tribute

---

The Northcott Society, trading as Northcott Disability Services, 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: 87 302 054 152

ACN: 000 022 971

---

## **Acknowledgements**

Text and Design: Northcott Disability Services' Marketing , Communications and Media Team

Printing: Unique Print Production Services

Photography: Matthew Vasilescu Photography and ESJAY creative

# Our Purpose, Vision and Values

---

## OUR PURPOSE

---

Our purpose is to build an inclusive society where people can live the life they choose.

We do this in partnership with our clients and stakeholders to ensure we provide services that are professional, client focused and designed to assist people with disabilities and their communities achieve their goals and aspirations.

---

## OUR VISION

---

We will grow our services because clients choose us as their provider of choice.

---

## OUR CORE VALUES

---

Friendly and considerate

Committed and enthusiastic

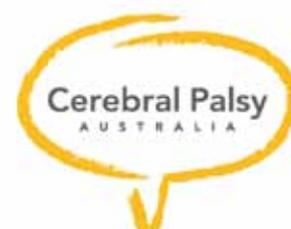
Innovative and responsive

Ethical and courageous

Professional and competent

## OUR MEMBERSHIPS

Northcott is a member organisation of Ability First Australia and Cerebral Palsy Australia. Northcott is also an affiliate of US-based disability services organisation Easter Seals.



the national voice



# Our Patron and Ambassadors

Thank you to Her Excellency and our Client and Celebrity Ambassadors for their continued support and commitment to Northcott Disability Services. We are grateful for the time and advocacy these individuals give on behalf of the organisation and our clients.



## OUR PATRON

Her Excellency Professor Marie Bashir AC CVO, Governor of New South Wales, is passionate about helping people with disabilities lead a fulfilling life as valued and active members of the community.

This year, Her Excellency turned the first sod of soil to mark the beginning of construction to a new house Northcott will build in Wagga Wagga. This will provide a fully accessible home for five younger people currently living in aged care facilities.

## OUR 2011 CLIENT AMBASSADORS

Diana Jelovic has four children, one with autism. She accessed Northcott's Intensive Family Support service, a family focused in-home support service for families in crisis. Diana is grateful for the practical help and emotional support Northcott provided, which has enabled life at home to run more smoothly, providing a positive impact on the whole family.

Ben Keyte is 22 years old with a rare condition, known as Arthrogryposis Multiplex Congenita, characterised by the immobility of one or more joints. Ben has received support from Northcott since he was three years old, accessing a broad range of services including respite, recreation and leisure, day programs and Northcott's equipment and technology services.

## OUR CELEBRITY AMBASSADORS

### Alex Blackwell

International cricketer and Vice-Captain of the Australian Women's Cricket team

### Jean Kittson

Comedian, performer and writer

### Mike Munro

TV presenter and media personality

### Stephen O'Keefe

NSW SpeedBlitz Blues Cricketer

### Dr Cindy Pan

Medical Practitioner, writer and media spokesperson

### Joel Reddy

NRL football player

### Peter Wynn

Former Parramatta Eels football player

# Chairman's Report



The last 12 months have once again been exciting and challenging for Northcott Disability Services. We have continued to review our operations and programs to ensure that we are operating as effectively and efficiently as possible. While we have worked on a number of growth projects, this year was largely one of consolidation following a period of significant growth.

The focus on operations has helped us in further consolidating our financial position, in that our operations deficit has been reduced once again. An overall surplus for the year of \$524k was a pleasing outcome. The changes that have been made will benefit Northcott well into the future and enhance our ability to deal with the many changes we face in the disability sector over the coming years.

On the services front we have made significant progress with the two homes (in Wagga Wagga and Mt Hutton, Newcastle) that we are building for 11 younger people with a disability currently living in aged care centres. We have also continued to develop our regional network and have strengthened systems and management in order to ensure the continued development and growth of our regional offices.

The progress that has been made toward a National Disability Insurance Scheme (NDIS) has been exciting and encouraging. Northcott has been a very active participant in this process and I encourage you to get involved in supporting the proposed NDIS. The Board and Management are very conscious that the scheme, coupled with the move towards a more person centred approach to meeting the needs of people with a disability, will mean that Northcott faces some quite significant change ahead.

With this in mind we have made progress on a number of initiatives that are moving us toward where we need to be. I am encouraged by the commitment, enthusiasm and understanding of our staff of the need for this approach, even though the journey will be challenging. Northcott has always been at the forefront of change in the sector and the ability to embrace change is a strength of our culture. A key focus for the coming year is to increase our capacity for innovation, which combined with our culture of embracing change, will provide a powerful driving force for Northcott in the future.

I would like to thank our supporters, donors and other stakeholders for their ongoing support during the year. This support is very much appreciated and essential to enable us to continue to evolve and enhance our services. I would also like to thank the Board for their support, guidance and commitment during the year. Also, thank you to Kerry and her team for their wonderful efforts and achievements during the past year.

Michael Briggs

A handwritten signature in black ink, appearing to be 'M. Briggs', written in a cursive style.

Chairman, Northcott Disability Services

# Who we are

Northcott Disability Services supports people with disabilities to reach their full potential by offering a range of services and programs which promote a genuinely inclusive society. In all that it does, Northcott has adapted to the needs of its clients, encouraging inclusion and access to the community.



Established in 1929 as The NSW Society for Crippled Children, Northcott was founded by The Rotary Club of Sydney to provide services for children with tuberculosis, polio and other diseases.

Today, Northcott is a leading service provider for people with a broad range of disabilities living in New South Wales (NSW). The organisation supports more than 10,000 children and adults with disabilities, their families and carers across NSW and the Australian Capital Territory (ACT).

For people with disabilities, the support and services Northcott

provides can often mean the difference between a life of isolation and segregation and a life of greater self-reliance and confidence. Support and services are not only directly provided to our clients, but also to their carers, siblings and the entire family.

A broad range of programs is provided to people with a wide range of disabilities. Some people with rare or lesser known disabilities find Northcott to be the only provider of appropriate support and services.

As an independent not-for-profit organisation that receives some

government funding, Northcott relies on the generosity of individuals, organisations and community groups to continue to provide services to people with disabilities, particularly in programs where no government funding or limited support is available.

Northcott's purpose is to build an inclusive society. This is achieved by supporting people with disabilities to develop their skills and achieve their goals, including their potential for independence and ability to participate in their communities.



## Our Name

Northcott Disability Services is named in honour of NSW's first Australian-born Governor, Lieutenant-General, Sir John Northcott KCMG, KCVO, CB CtSt J, who was Northcott's Patron from 1946-1957.

## Quick Facts

- Northcott provides over 100 programs and services across NSW and the ACT.
- Services operate from more than 25 sites and offices throughout NSW and the ACT.
- Northcott employs more than 500 staff statewide.
- More than 10,000 people with disabilities and their families and carers are supported by Northcott.
- Northcott is a not-for-profit organisation that receives some government funding.

# Our Services



## Accommodation

Northcott believes that people with disabilities should have the right to live independently. The organisation provides a range of accommodation options. Transitional Accommodation Services provides short to medium term housing (six to 24 months) and independent living skills development for adults with a disability. This includes Merrylands Independent Living, Woodbine Transitional Service and Northcott Housing Links.

Northcott's Beverley Park Residential Service provides long term supported accommodation for up to 16 residents with disabilities and high support needs. Two new Northcott houses are being built in Wagga Wagga and Mt Hutton, Newcastle for 11 younger people currently living in aged care centres.



## Community Development

Using a community development approach in partnership with other services and groups, Northcott facilitates community projects aimed at increasing training and community education and developing supportive environments for families of people with disabilities.

These varied services assist clients and their families and carers to build networks within their community and engage with peers and others living with similar experiences.

Through its National Disability Coordination Officer (NDCO)

Programs in the Illawarra and Queanbeyan, Family Resource Links in the Macarthur area and supported playgroups throughout the state, Northcott assists clients with disabilities and their families to access relevant community services and support networks.

In addition to assisting clients with post school education and training opportunities, NDCO also builds inclusiveness for Indigenous clients and carers.



## Day Programs

Northcott offices throughout NSW offer a range of day programs, community participation activities and post school options (PSO) aimed to assist clients develop skills to increase their independence and participate as valued and active members of the community.

Individual and group programs cover a wide variety of activities such as music programs, community outings, involvement in community events and skills development.

One initiative, Transition To Work, is a two-year government funded program assisting school leavers with disabilities to transition to employment. Participants develop employment skills and are encouraged to seek training, further education and work experience with the aim of securing employment at the end of the program.



## Employment

Building an inclusive society is about providing people with disabilities with equal access to opportunities, including employment in the open labour market. Northcott's Jobmatch service assists jobseekers with disabilities develop skills to assist with finding and keeping a job.

Jobmatch operates in Parramatta and Penrith and is funded by the Department of Employment, Education and Workplace Relations (DEEWR) to assist in matching the skills of a jobseeker with the requirements of employers. Services include interview and presentation skills development, resume assistance and on-the-job training and support.



## Equipment & Technology

Northcott Equipment Services provides one of the most comprehensive mobility services in Australia, assisting people with disabilities with equipment to achieve greater mobility, independence and the ability to participate in their local community.

Services include equipment repair and maintenance, advice, customised seating solutions, custom-made orthotics and the manufacture of two specialised mobility products.

Northcott's Computer Assistive Technology Services (CATS) provides information, advice and support in relation to assistive technology options for people with

**Northcott Disability Services provides more than 100 specific programs and services throughout New South Wales and the ACT. Clients may access one or more programs or services.**

disabilities. Assistive technology enables people with disabilities to gain independence in the areas of computer access, communication and access to everyday appliances at school, home and work.



### Individual & Family Support

Northcott provides in-home and community support to assist individuals and families to access generic and specialist community resources across NSW. Services include case management, individual and family counselling, advocacy, outreach, parent and sibling support groups and activities, as well as general and Aboriginal specific intensive family support for those experiencing a crisis.

The Northcott EarlyStart Diagnosis Support program is specifically targeted at parents of newly diagnosed children or parents concerned about their child's development. It assists parents with accessing relevant support and services to enable their child to better integrate into society and the wider community.

The statewide Leaving Care Program Mentoring Service links clients leaving out-of-home care with Northcott mentors to provide support and living skills to assist with the transition from childhood to adulthood.

The Spina Bifida Adult Resource Team (SBART) and Northcott Spina Bifida Group provide services to people with spina bifida throughout NSW.



### Recreation & Leisure

We believe in supporting people with disabilities to participate in the same activities as their peers. Northcott provides a range of recreation and leisure services for children, young people and adults, including adapted sports carnivals, outings, camps and weekends away and holiday programs.



### Research & Education

Northcott is committed to supporting a research culture that builds evidence-based best practice across its services. Research projects and partnerships by staff are encouraged and the organisation supports external research studies that are high quality, ethically sound and relevant to its practices and strategic priorities.

In aligning with its purpose to build an inclusive society, Northcott administers a range of tertiary scholarship opportunities to assist NSW students living with a disability to complete tertiary education.



### Respite

Northcott provides a range of respite services to give parents, siblings and carers a well-deserved break and to provide children and young adults with disabilities with a home away from home to develop their independence and social skills.

In some cases, the respite is individually tailored to the specific needs of the family or client, or in other cases, Northcott provides

centre-based and group activities to allow clients or their families and siblings to mix with others in a similar situation. These include in-home support, respite houses for client weekends and days away, carers' weekends away, camps and out of school programs for children and teenagers. Specialist, flexible services are also offered to older parent carers aged 60 years and over and Indigenous carers aged 50 years and over.



### Therapy

Northcott has a team of allied health professionals who provide therapy support services and rehabilitation including occupational therapy, speech therapy and physiotherapy to children and adults with disabilities. The aim is assist clients develop skills and abilities for the home, school and work through consultative, functional and supportive therapy strategies.

Services also include providing assistive technology and tools to help clients develop and learn living skills, and offering advice and support to parents and carers.

Northcott Early Childhood Autism Service (NECAS) offers specific therapy services to children with an Autism Spectrum Disorder (ASD) and their families living in the Sydney metropolitan areas around Parramatta and Campbelltown.

The NSW Paediatric Spinal Outreach Service (PSOS) assists young people with a spinal cord injury acquired as a result of trauma or disease.

# CEO's Report



2011 has been a momentous year for people with a disability, and thus disability services. At Northcott Disability Services, we have been heavily involved in the push by people with a disability, their families and friends for a disability system that is funded and organised to provide inclusion, choice and control for those who are often denied all three.

Northcott has supported the Every Australian Counts campaign for a National Disability Insurance Scheme (NDIS), and we were delighted when, with bipartisan support, the Federal Government declared its support of the Productivity Commission's recommendation for such a scheme. We will continue to push for the scheme to be implemented in a way that really does give people with a disability control over their circumstances and their future.

The campaign complements a broad approach within Northcott to further refine the way we deliver services, so that our clients are achieving their goals and making the progress they desire. We call this the 'person centred approach', which means treating each person as a unique individual. We have begun reviewing the way we operate to ensure this is at the core of our behaviour. This year has also seen the creation of Person Centred Champions among both staff and clients, who are able to find opportunities to improve the way we do things, inspire others to think the same way and keep us on track.

This year, Northcott has also continued to expand, particularly in our rural and regional areas. We have two new buildings underway – accommodation for younger people with disabilities who are currently living in aged care centres because of no suitable housing with high levels of staff support. The first house, currently under construction in Wagga Wagga, will see five local people move into their new home by the end of 2011, or early 2012. In the Hunter, a villa complex at Mt Hutton will house six young men giving them the opportunity to live with people of their own age and take part in the community. All our new residents have been involved in the design of their homes, and are being consulted as they watch the buildings grow.

We expect our rural and regional growth to continue, and are currently looking for new premises in areas where we are outgrowing our current buildings. This is a continual problem, as finding suitable premises to lease is difficult, and the cost of renovations to make them accessible is quite high. We are extremely grateful to our donors who help us to find the funds for this type of activity, and we pay tribute to one such generous donor, Pam Mudford, in this report.

This year has been one of extremely hard work for our management and staff as we have grown and changed to better meet our clients' needs. A great deal of work has gone into improving the financial performance of the organisation, and we have overcome the issues posed by the global financial crisis and put our budget back on track for a solid and successful

future. Growth in government funding of disability services, and Northcott's ability to win tenders has helped a great deal, and we are very pleased that the NSW Government, under both the former Labor and the current Liberal governments, have dedicated large amounts of new funding to improving services for people with a disability in New South Wales.

However, we still offer many services that are unfunded or only partly funded by Government, and our goal for the future is to increase the number of philanthropic partners who give to Northcott because they see the value in the work that we do to improve our society. We thank those partners and donors who continue to support us in this manner.

Many thanks, once again, to our tireless fundraising groups, and our many volunteers, who let both the staff and clients know that they are valued by their communities. We thank our corporate partners, who provide us with much needed expertise and support in so many ways.

Our research strategy has really begun to take hold this year, with the great assistance of our Research Committee. We expect research to make a real difference to the way we deliver our services, and therefore the outcomes for clients.

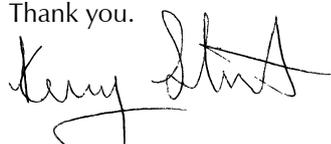
The SpineCare Foundation, a division of Northcott, held a very successful conference in March 2011, with an impressive array of international and local speakers. This was the first conference on paediatric spinal cord injury and disease held in Australia, and we expect it to be the first in a series of educational and networking opportunities for practitioners and consumers.

I would like to thank all staff and management for their hard work during the year. Northcott is a unique organisation where it is hard to find an employee who is not passionate about what they do. I am always amazed with the alacrity with which staff respond to new ideas, and how innovative they are when given the opportunity. This year I am particularly pleased with the great improvement in our health and safety performance, as, not only does it help with more funds for clients, but it means people go home from work as healthy as they were when they came.

I would like to thank the Directors of Northcott. You will see in this report our new three year Strategic Plan, which will help us respond to the many changes that are taking place in disability services in Australia. We could not do this without the guidance and oversight of the Board, who bring their individual skills and talents to help in so many ways.

I commend this report to you, and hope you will all use it as a way to understand where Northcott is now, and where it hopes to go in the future.

Thank you.



CEO, Northcott Disability Services

# The Year in Review

## Strategic Plan

In the face of significant changes to Australia's disability sector in the coming years, a thorough review was undertaken of Northcott Disability Services' operations, services and programs to assist with the development of a new three year Strategic Plan from 2011-2014.

CEO Kerry Stubbs visited all rural and regional offices to present the new directions outlined in the Plan to staff, clients, stakeholders and local service providers.

Emphasis was also given to enhancing Northcott's government relations strategy, whereby local managers are encouraged to develop strong relationships with State and Federal Members of Parliament from their area.

## National Disability Insurance Scheme

Northcott has been active in the campaign to introduce a National Disability Insurance Scheme (NDIS), which will provide a lifetime approach to the way people with a disability are supported, giving individuals greater choice and control. Northcott became an early supporter of the Every Australian Counts campaign, with staff and clients taking part in campaign activities to raise awareness and gain community and government support for the NDIS. Initiatives included a Staff Sign-up Day, Campaign to Commuters and DisabiliTEA morning teas throughout all offices.

Northcott is continuing to support the campaign to ensure the scheme is developed and implemented in the best way possible for people with disability and their families and carers.

## Person Centred Approach

Northcott continued to support the implementation of person centred approaches in the planning and delivery of services it provides. This initiative gives people with disabilities greater choice and control over their service planning and delivery decisions, shifting the decision-making from service providers to clients and their families and carers.

Led by Northcott's Planning and Development Unit (PDU), a number of initiatives were introduced to enhance and progress adoption of person centred approaches across the organisation. One such initiative was to invest in 'Person Centred Champions' to share knowledge and encourage person centredness with their peers. A total of 35 staff and clients completed training, group mentoring and individual supervision to acquire skills and knowledge in person centred initiatives and tools.



## Our services

No new services were introduced in 2010/11, but significant work was undertaken in growing our programs and services regionally through managerial appointments and new community partnerships and relationships. A particular focus has been given to improving links with Indigenous communities and developing a better understanding of how to provide services to Aboriginal clients and families.

## Accommodation

Construction commenced on Northcott's new Wagga Wagga residential home for five younger people with disability who are currently living in aged care facilities. The residents will move to their new home in late 2011 or early 2012. Her Excellency Professor Marie Bashir AC CVO, Governor of NSW, attended the turning of the sod ceremony in Wagga Wagga in her role as Northcott's Patron.

Architectural plans for the villa accommodation in Mt Hutton, Newcastle are progressing well and the six young men who will live in this home are being regularly consulted in regards to their special needs and requirements. Both houses are funded by Ageing, Disability and Home Care, Department of Family & Community Services, NSW (ADHC) as part of the NSW Younger People in Residential Aged Care (YPIRAC) program.



## SpineCare Foundation Conference

The SpineCare Foundation, a division of Northcott, held an inaugural conference in March 2011, focusing on innovation and practice in childhood spinal conditions. It was the first conference of its kind, with 174 delegates attending and four international speakers.

## Fundraising and Events

Two mail appeals were held in 2010/11, raising close to \$150,000. Individual donors, corporate donors and community and fundraising groups in local areas continued to raise funds for Northcott.

Our May Gibbs Licensing agreement continues to contribute significant revenue. This year, a new partnership was formed with Scholastic Books to publish Snugglepot and Cuddlepie board books for retail.

Three successful fundraising events were held during 2010/11 – Northcott Celebrity Doodle Auction in September 2010, Cricket Legends Lunch in November 2010, and Women in Sport Breakfast in March 2011.

## Other initiatives

A \$20,000 grant was received from ADHC to assist with the development of an adapted version of cricket by Northcott's Recreation team. The game will be inclusive for individuals regardless of their level of ability and utilise adaptive equipment, including a client-activated bowling machine

and a cricket bat that attaches to a wheelchair. Specific rules and regulations will also be developed. Adaptive cricket will be launched in November 2011.

A new partnership was formed with ADHC and the NSW Department of Sport and Leisure to provide respite camps for individuals with disabilities.

## Research

Research continues to build at Northcott with three externally funded projects currently underway. In addition, a new two-tiered research governance structure was established, comprising the Northcott Research Committee and Quality in Research Standing Committee, which provides mentoring support to staff and clients.

A significant boost to Northcott's research strategy was the presence of visiting academic Associate Professor of Orthopaedics, Dr. Bonita Sawatzky from the University of British Columbia, who completed a four month secondment from November 2010 to March 2011. Her research focuses on assisting people to use their wheelchairs and other mobility aids more efficiently. Dr. Sawatzky provided valuable input and insights into Northcott's research initiatives through engagement with the Executive Group, PDU and Client Services.

# Reporting Against our Strategic Plan

## OBJECTIVES

## OUTCOMES

## THE FUTURE

**OUR CLIENTS** - Commitment to client services is at the heart of our organisation and we will continue to strive to provide the best quality and cost effective services we can.

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>■ Involve clients in our decision-making processes.</li> <li>■ Develop our knowledge and expertise in person centred planning, which involves identifying what is important to our clients and acting upon it, as well as piloting some person centred services in new areas.</li> <li>■ Review the way we manage our client records to make the system more accessible, consistent and less complicated for clients.</li> <li>■ Review our complaints policy and processes.</li> <li>■ Involve clients in planning for the future of Northcott.</li> </ul> | <ul style="list-style-type: none"> <li>■ A Client Consultation Policy was developed.</li> <li>■ Thirty-five staff and clients were supported to become Person Centred Champions.</li> <li>■ Northcott adopted principles of positive behaviour approaches in line with legislation and guidelines from Ageing, Disability and Home Care, Department of Family &amp; Community Services NSW (ADHC) to ensure best practice.</li> <li>■ A Complaints Review Working Party revised the Feedback and Complaints Handling Policy and Procedure.</li> </ul> | <ul style="list-style-type: none"> <li>■ Develop systems, processes and technologies to support person centred planning and delivery.</li> <li>■ Better use of information from clients, research and government priorities to identify service needs.</li> <li>■ Evaluate and improve existing services to drive social inclusion.</li> <li>■ Explore and deliver new and innovative service opportunities to benefit our clients.</li> </ul> |
|--|---|--|

**OUR PEOPLE AND CULTURE** - Our services to our clients will only be as good as the people who deliver them. We are committed to creating a culture where people are skilled, satisfied, knowledgeable and devoted to the best outcomes for clients.

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>■ Train our staff in the skills they need, particularly in developing our managers.</li> <li>■ Put extra emphasis on training for all staff in key areas of need that will benefit all clients.</li> <li>■ Pay people appropriately and encourage career development.</li> <li>■ Measure staff satisfaction and improve where needed.</li> <li>■ Communicate information effectively to staff throughout Northcott.</li> </ul> | <ul style="list-style-type: none"> <li>■ A Learning and Development Committee was established, with all middle managers provided with training in the form of a Diploma of Management.</li> <li>■ A Job Evaluation process was established.</li> <li>■ Remedial Action Groups were established to improve key areas of concern following the 2009/10 staff climate survey.</li> <li>■ Regular information sessions hosted by the CEO are now filmed and distributed to staff in all offices.</li> </ul> | <ul style="list-style-type: none"> <li>■ Enable strategic secondments and exchanges for staff.</li> <li>■ Review and improve the supervision and performance appraisal framework for Northcott.</li> <li>■ Explore opportunities for more flexible work practices to improve responsiveness for clients.</li> <li>■ Review and implement Diversity Plans (including Aboriginal, Disability and Culturally and Linguistically Diverse clients).</li> </ul> |
|---|---|---|

**OUR STRUCTURES AND SYSTEMS** - Good structures and systems help to make things easier for everyone.

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>■ Put in place a Quality Management System to ensure we are consistent and reliable in how we do things.</li> <li>■ Develop a good incident management system to ensure we respond appropriately when things go wrong.</li> <li>■ Review the way we manage and store our files and documents.</li> <li>■ Make sure all staff members know the limits of their responsibilities and give them the authority to make appropriate and timely decisions.</li> </ul> | <ul style="list-style-type: none"> <li>■ The National Childcare Accreditation Council in accordance with the Outside School Hours Care Quality Assurance process accredited two vacation care programs.</li> <li>■ A risk review and incident management process was developed.</li> <li>■ A Delegations Manual was developed for the benefit of all staff.</li> </ul> | <ul style="list-style-type: none"> <li>■ Develop and implement a three year IT Investment Plan.</li> <li>■ Refine the Risk Management framework and implement an Incident Management system.</li> <li>■ Identify a Quality Management system to support accreditation for the organisation.</li> </ul> |
|--|--|--|

## OBJECTIVES

## OUTCOMES

## THE FUTURE

**GROWTH** - Northcott will continue to grow its services where it feels there are gaps in service provision or opportunities for Northcott to improve services for people with disabilities and their communities.

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"><li>■ Continue to look for opportunities for growth in regional and rural NSW.</li><li>■ Continue to look for growth opportunities in areas of great need, e.g Indigenous communities.</li><li>■ Develop a three year strategic plan to take us to 2014.</li></ul> | <ul style="list-style-type: none"><li>■ New sites and offices have been identified as possible opportunities for site relocation in anticipation of expected growth.</li><li>■ Established a decision-making guide to inform business growth.</li><li>■ A full strategic review of Northcott's property portfolio was undertaken by Northcott's Strategic Properties Committee.</li><li>■ Respite strategy review was completed and implemented.</li><li>■ Collaboration between Northcott's Board and Executive staff has resulted in the development of Northcott's 2011-2014 Strategic Plan.</li></ul> | <ul style="list-style-type: none"><li>■ Develop tools to evaluate and improve existing services to drive and lift social inclusion.</li><li>■ Strengthen local partnerships and relationships within regions.</li></ul> |
|--|---|---|

**BRAND AWARENESS** - Northcott and its clients are advantaged by increasing the awareness of Northcott in the broader community. This helps by letting prospective clients know what services are available, as well as increasing the opportunity for Northcott to attract funds from donors of all kinds.

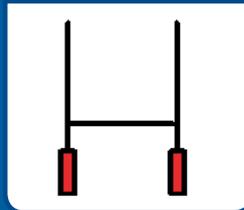
- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"><li>■ Continue to use Client and Celebrity Ambassadors to speak on behalf of Northcott.</li><li>■ Continue to increase our profile in the media.</li><li>■ Establish how well Northcott is known in the media through focus groups and surveys.</li></ul> | <ul style="list-style-type: none"><li>■ Client and Celebrity Ambassadors presented at various speaking engagements and events, in addition to sharing their stories through various media outlets.</li><li>■ A comprehensive Branding Review was undertaken to guide the development of major market research into the current level of awareness of Northcott.</li></ul> | <ul style="list-style-type: none"><li>■ Continue to utilise Ambassadors at various events/speaking engagements.</li><li>■ Encourage presentations at state, national and international conferences in our areas of expertise.</li><li>■ Identify, develop and promulgate formal position statements on issues of concern.</li><li>■ Develop and launch new website.</li></ul> |
|---|---|---|

**FINANCIAL STABILITY** - Northcott can only continue to provide quality services if it is financially strong and stable.

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"><li>■ Develop a new fundraising strategy.</li><li>■ Ensure our overhead costs are kept on target.</li><li>■ Increase our efficiency in the delivery of services to ensure that funds for client services are maximised.</li><li>■ Vary the sources of our funding.</li></ul> | <ul style="list-style-type: none"><li>■ A five year Fundraising Plan was developed and implemented.</li><li>■ Overheads were significantly reduced.</li></ul> | <ul style="list-style-type: none"><li>■ Explore ability to attract fees from fee paying clients.</li><li>■ Refine and implement sustainable models for individualised funding.</li><li>■ Broaden and grow our revenue base by implementing face-to-face fundraising as a tool to expand the number of people who financially support Northcott.</li></ul> |
|--|---|---|

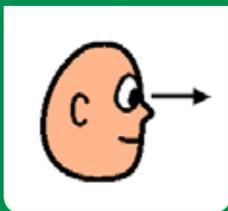


# Northcott Disability Services



## 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



## GROWING OUR SERVICES

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



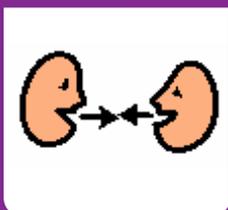
## HELPING OUR CLIENTS

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



## CLIENTS, STAFF AND THE ORGANISATION

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



## HELPING NORTHCOTT GROW

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

# Strategic Plan 2011-2014



## 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

A thorough review was undertaken of Northcott's operations and services to assist with the development of a new three year Strategic Plan for 2011-2014.

The Northcott Board, together with Senior Management, developed this Plan.

A Plain English version of the Plan (featured on this page) was created and circulated for distribution to the public and in particular, for those with communication barriers.

Overall, the Strategic Plan focuses on four key strategic directions:

- Grow and evolve services that drive social inclusion;
- Lead and influence the sector and public to change for the benefit of clients and the community;
- Drive a dynamic person centred workforce, workplace and culture; and
- Build a sustainable organisation fit for the future.

# Our Clients

Northcott Disability Services provides services and support to more than 10,000 people with disabilities, their families and carers living in New South Wales (NSW) and the Australian Capital Territory (ACT).

Our client base of children and adults with a disability has grown to over 4,700. The remainder of people Northcott supports are parents, siblings and carers of people with disabilities.

## At a Glance

In the last five years, Northcott's client base has more than doubled to 4,707 people with disabilities. This is compared to a total client base of 2,193 in 2006/07.

While the organisation has expanded regionally in recent years, clients living in metropolitan areas continue to make up a greater percentage of Northcott's client base (62% in 2010/11).

The majority of clients are male (61%).

Around 7.5% of Northcott clients identify as being from an Aboriginal or Torres Strait Islander background. Additionally, around a quarter of clients are from a culturally and linguistically diverse background. This representation of clients from diverse groups is higher than representation in the general population, reflecting Northcott's commitment to providing services

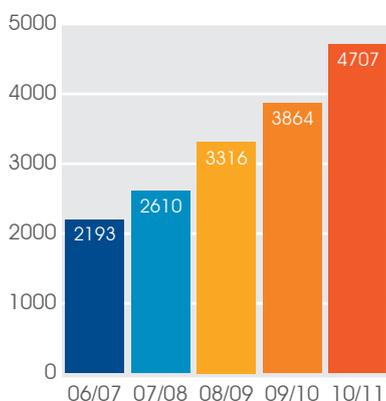
that are culturally competent and accessible, as well as the organisation's increased focus on targeting diverse communities.

Clients aged 20 years and under continue to form the majority of Northcott's client base – 62.5% in 2010/11 compared with 66% in 2009/10.

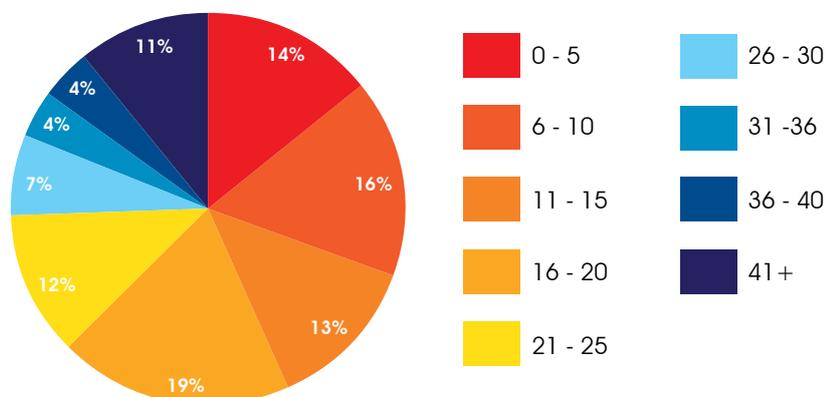
Autism (15.2%), Cerebral Palsy (13.10%), Intellectual Disability (12%) and Spina Bifida (11.02%) are the most prevalent primary disabilities amongst Northcott's current client base. Developmental Delay, Acquired Brain Injury, Muscular Dystrophy, Aspergers Syndrome, Downs Syndrome, Global Developmental Delay and Spinal Cord Injury are also reported.

In some cases, Northcott is the only provider assisting clients living with very rare conditions.

Total Client Base



Age Range of 2010/11 Clients





---

“Being a Champion gives me the opportunity to show that person centred planning can lead to real lasting change in a person’s life. For me, being a Client Person Centred Champion means being person centred in a positive way, sharing knowledge, being listened to and motivating others.”

---

The contagious enthusiasm of Community Participation client Shirley Wong made her a perfect choice as a Client Person Centred Champion.



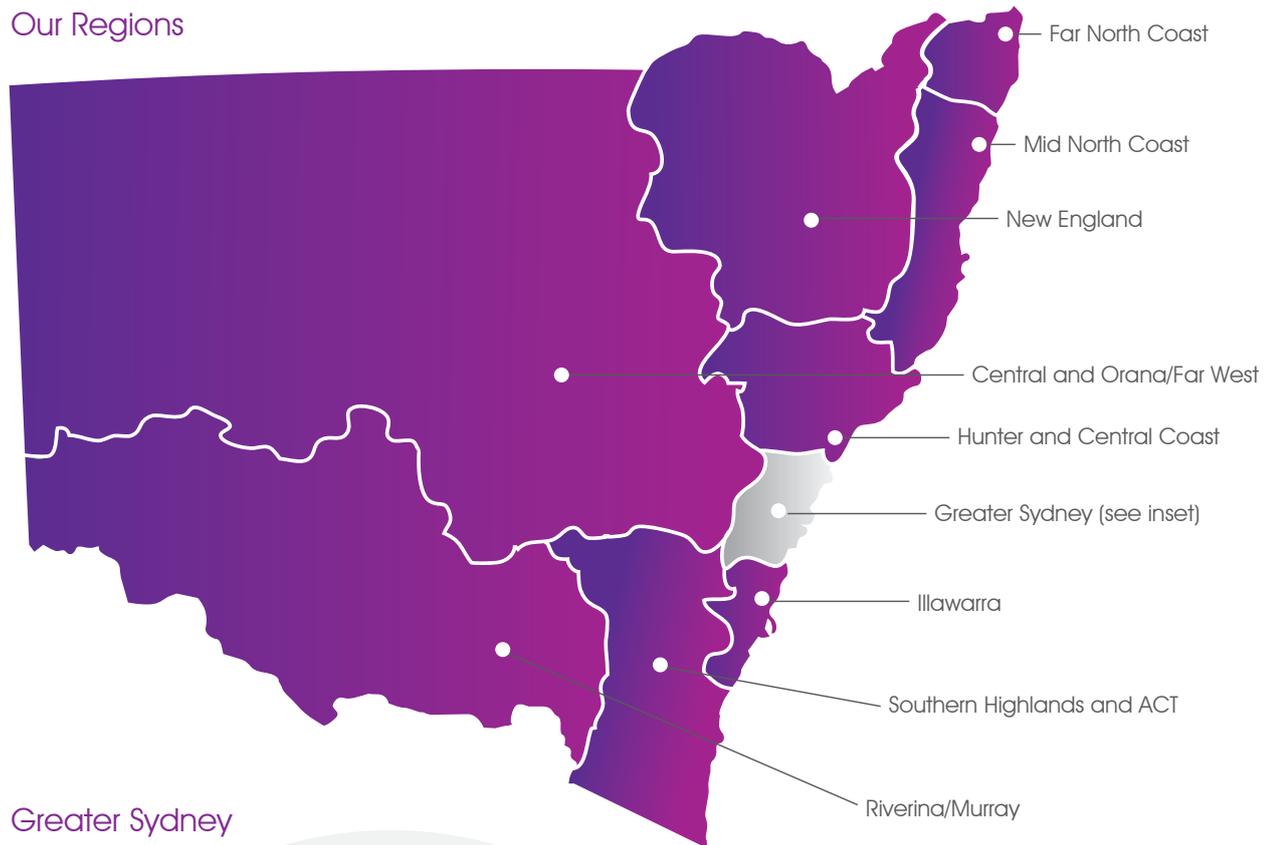
# Our Services



# Where We Work

Northcott Disability Services provides a broad range of support and services throughout New South Wales and the Australian Capital Territory. From our offices, clients are able to access support in their local region. Other programs are provided throughout the state or in the greater Sydney region, by our Statewide Services or Sydney Metropolitan-wide Services.

## Our Regions



## Greater Sydney



# Northcott's Offices

---

## THE NORTHCOTT BUILDING

### (Central Office)

1 Fennell Street  
North Parramatta NSW 2151  
PO Box 4055  
Parramatta NSW 2124  
Ph: (02) 9890 0100  
Fax: (02) 9683 2827  
Toll Free: 1800 818 286  
Email: [nc@northcott.com.au](mailto:nc@northcott.com.au)  
Web: [www.northcott.com.au](http://www.northcott.com.au)

---

## REGIONAL

### Far North Coast

Suite 1 D, 99 Tamar Street  
Ballina NSW 2478  
Ph: (02) 6620 6600  
Fax: (02) 6686 5891  
[ballina@northcott.com.au](mailto:ballina@northcott.com.au)

### Mid North Coast

31 Bonville Street  
Coffs Harbour NSW 2450  
Ph: (02) 6651 2366  
Fax: (02) 6652 7301  
[coffs@northcott.com.au](mailto:coffs@northcott.com.au)

### New England

147 Goonoo Goonoo Road  
Tamworth NSW 2340  
Ph: (02) 6762 4902  
Fax: (02) 6762 5065  
[tamworth@northcott.com.au](mailto:tamworth@northcott.com.au)

Suite 8, Criterion Centre  
147 Balo Street  
Moree NSW 2400  
Ph: (02) 6752 6953  
Fax: (02) 6752 6921  
[moree@northcott.com.au](mailto:moree@northcott.com.au)

### Central and Orana/Far West

6 Quinn Street  
Dubbo NSW 2830  
Ph: (02) 6882 1099  
Fax: (02) 6884 8748  
Email: [dubbo@northcott.com.au](mailto:dubbo@northcott.com.au)

### Hunter and Central Coast

13 Valencia Street  
Mayfield NSW 2304  
Ph: (02) 4935 0400  
Fax: (02) 4935 0499  
[newcastle@northcott.com.au](mailto:newcastle@northcott.com.au)

### Illawarra

48 Central Avenue  
Oak Flats NSW 2529  
Ph: (02) 4256 7600  
Fax: (02) 4256 7699  
[illawarra@northcott.com.au](mailto:illawarra@northcott.com.au)

### Southern Highlands and ACT

Suite 16, Lawrence House  
142-144 Monaro Street  
Queanbeyan NSW 2620  
Ph: (02) 6297 6899  
Fax: (02) 6297 7855  
[queanbeyan@northcott.com.au](mailto:queanbeyan@northcott.com.au)

### Riverina/Murray

124 Peter Street  
Wagga Wagga NSW 2650  
Ph: (02) 6921 1996  
Fax: (02) 6921 8451  
[wagga@northcott.com.au](mailto:wagga@northcott.com.au)

## GREATER SYDNEY

### Nepean

9/28 Coombes Drive  
Penrith NSW 2751  
Ph: (02) 4720 4400  
Fax: (02) 4722 8028  
[penrith@northcott.com.au](mailto:penrith@northcott.com.au)

### Northern Sydney

Suite 3, Level 5, 20 George Street  
Hornsby NSW 2077  
Ph: (02) 9472 5200  
Fax: (02) 9482 9177  
[hornsbys.admin@northcott.com.au](mailto:hornsbys.admin@northcott.com.au)

### Cumberland/Prospect

1 Fennell Street  
North Parramatta NSW 2151  
Ph: (02) 9890 0100  
Fax: (02) 9683 2827  
[nc@northcott.com.au](mailto:nc@northcott.com.au)

### Inner West

Casula Central  
Suite 6, Building 18  
633 Hume Highway  
Casula NSW 2170  
Ph: (02) 8778 2300  
Fax: (02) 8778 2399  
[casula@northcott.com.au](mailto:casula@northcott.com.au)

### South West Sydney

3 Chamberlain Street  
Campbelltown NSW 2560  
Ph: (02) 4625 1061  
Fax: (02) 4625 6389  
[campbelltown@northcott.com.au](mailto:campbelltown@northcott.com.au)



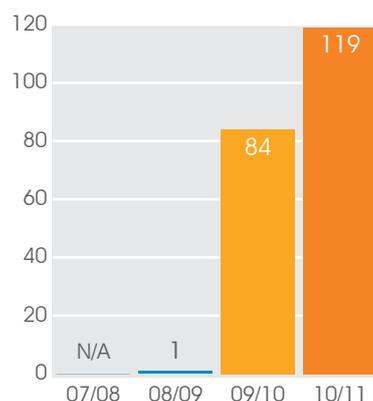
## LEAVING CARE PROGRAM MENTORING SERVICE

The Northcott Leaving Care Program Mentoring Service is a person centred service, aimed at helping young people with disabilities to develop confidence and skills to make informed choices and lead fulfilling and productive lives. This includes teaching skills, providing support in negotiation and decision-making, and providing advice and assistance to resolve issues where needed.

The service is provided throughout NSW for young people who are part of the Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC) Leaving Care Program. Northcott mentors are based in Coffs Harbour, Newcastle, Parramatta, Liverpool and Queanbeyan.

As a result of the success of current mentors, Northcott is expanding the service with additional mentors to be appointed in Penrith, Tamworth, Ballina and Newcastle.

### Client Numbers



## COMPUTER ASSISTIVE TECHNOLOGY SERVICES

Computer Assistive Technology Services (CATS) provides information, advice and support regarding technology options for people with disabilities. Computer assistive technology and augmentative and alternative communication offers people with disabilities increased independence in the areas of computer access, communication and access to everyday appliances at school, home and work. CATS is staffed by speech pathologists and occupational therapists.

This year, CATS moved from an assessment-based model to a comprehensive service providing a range of setup, training and support options. In 2010/11, 180 clients including individuals, schools, universities, agencies and other organisations received services such as assessments (107), training and education sessions (31) and individual support (42).

In a special initiative, the Early Intervention Assistive Technology (EIAT) project, funded through a Community Partnerships Research Grant from Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC) commenced a research project providing assessments, training and support to six childcare centres in metropolitan and regional NSW. The multi-disciplinary team are working with the children and centre staff, parents and carers to provide assistive technology to allow the children to participate in activities that they may find difficult,

such as communication, using a computer or playing with toys.

Future plans involve expanding services to include training and support in handheld devices such as the iPad, that have brought technology within reach for many people.

## NSW PAEDIATRIC SPINAL OUTREACH SERVICE

The NSW Paediatric Spinal Outreach Service (PSOS) is a joint project of the SpineCare Foundation and Northcott, funded by NSW Health. It provides services to children and young people aged 0-18 years, who have a spinal cord injury as a result of trauma or disease. The service aims to maximise age-appropriate rehabilitation and facilitate reintegration into home, school and the community.

Services include case management, health maintenance, education programs, support, assistance and therapy.

In addition to continuing to provide valuable nursing and allied health services to clients across NSW, this year PSOS played an active role in the inaugural SpineCare Foundation Conference. The PSOS team was involved in the planning stages and several staff presented on their areas of expertise, showcasing unique resources they had developed.

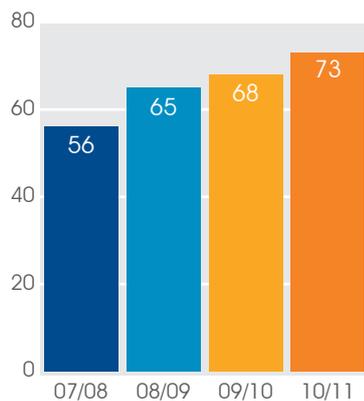
This year, PSOS also developed a new partnership with John Hunter Hospital in Newcastle to provide specialised expertise via telephone to the Hospital's Occupational Therapists as needed.

A number of specialist services are accessible to people with disabilities and their families living across the state. These services operate from Northcott's Central Office in Parramatta and various regional locations.

In the coming year, PSOS hopes to raise its profile through community and hospital-based training and workshops. Plans are also underway to train local therapists with specific skills and knowledge related to acquired spinal cord injury and therapy to further benefit clients.

The service also plans to develop new relationships with community partners in an effort to increase client referrals.

### Client Numbers



“Daniel came to the Leaving Care Program Mentoring Service at 18 years of age, with little capacity to make decisions and facing a breakdown in his foster care living arrangements. We were able to assist in repairing the relationship with his carers and help him learn important skills to grow into an independent and confident young adult.”

Daniel Tibbetts, who has a mild intellectual disability, meets with Northcott Mentor Jade Strongman every fortnight in a group or individually. When they are not talking football, they are working together to build Daniel's life skills and his capacity to make decisions on his own.

## NORTHCOTT EQUIPMENT SOLUTIONS

Northcott Equipment Services (NES) provides specialist equipment services in Sydney and Newcastle. It runs workshops in Parramatta and Wickham (Newcastle) providing repairs and maintenance for a range of mobility equipment. NES Parramatta also provides assessments, advice, specialised footwear, orthotics and customised seating.

Four service vans operate between NES Newcastle and Parramatta, providing repairs and maintenance service provision to clients unable to visit the workshops.

Regular NES clinics are held in regional areas throughout NSW for the prescription and provision of custom-made orthotics or modified off-the-shelf orthotic products.

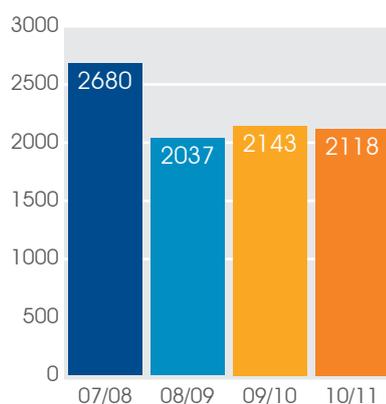
NES also manufactures two innovative products - the M stick and the FreeWheeler. The M stick is a lightweight mouth stick which can be used to type or turn the pages of a book. The FreeWheeler is a wheelchair designed for use on the beach, water and snow.

During 2010/11, NES grew to three clinical staff who specialise in orthotics and customised seating.

Renovations were undertaken at NES Parramatta to convert the three assessment rooms to five reasonably-sized rooms, providing more areas for consultations.

Plans are underway to source additional funding to assist with the cost of hosting regional clinics in more remote areas, enabling more people to access the specialised equipment services available from NES.

### Service Appointments



### Northcott Equipment Loan Pool

Northcott Disability Services has an extensive range of wheelchairs and other equipment available for loan to eligible clients across NSW. This unique service provides:

- equipment trials for clients who wish to purchase their own equipment;
- access to emergency loans when existing equipment requires repairs; and
- interim equipment whilst clients are waiting for funding.

## NORTHCOTT SPINA BIFIDA GROUP

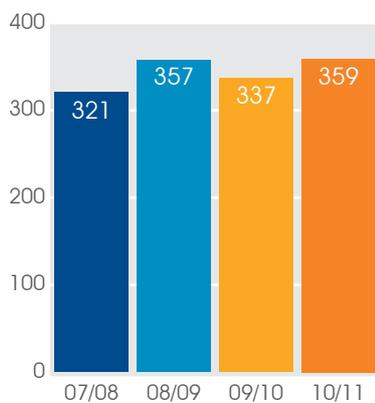
The Northcott Spina Bifida Group provides support and information to individuals with spina bifida and their families living in NSW and the ACT. It has more than 350 members and generates its own income, primarily through donations. Services include the provision of information to individuals, families and the community about spina bifida, subsidisation of continence aids and availability of an accessible holiday unit on the Central Coast. The Group also plays a key role in promoting the annual Spina Bifida Awareness Week Campaign (held from 1 -7 September).

Spina Bifida Awareness Week 2010 was celebrated with a folate-rich brunch launch at Parramatta, a BBQ Social for adults with spina bifida and their families at Homebush, and a number of celebrations across Northcott's regional offices.

Thank you to Bayer Healthcare for their generous sponsorship to enable these events. Thank you also to Carlie O'Reilly, Northcott's 2010 Spina Bifida Awareness Week Ambassador, who promoted the achievements of people with spina bifida and reinforced the importance of taking folic acid during pregnancy to reduce the incidence of neural tube defects such as spina bifida.

Two fundraising events also supported the work of the Spina Bifida Group. The Indiana Rose Trivia Night, run by the Beecham Family in memory of their daughter Indiana Rose, raised more than \$4,900 and the annual Northcott Celebrity Doodle Auction raised over \$8,000.

### Client Numbers



### SPINA BIFIDA ADULT RESOURCE TEAM

Northcott’s Spina Bifida Adult Resource Team (SBART) provides clinical consultation, education, support and preventive health strategies to young adults with spina bifida and their families living in NSW and the ACT. The service aims to assist young people in their effective transition from paediatric to adult health services.

Funded by NSW Health, SBART commenced in August 2009 and employs a Clinical Nurse Consultant and Senior Occupational Therapist.

This year, additional funding from NSW Health enabled the appointment of a project worker to review the first 12 months of service. The report highlighted that SBART achieved more than expected in its first 12 months given the limitations of staff and funding. The report recommended additional funding for a case management position to complement the team and provide a more holistic service.

During 2010/11, SBART worked in collaboration with staff from Royal Prince Alfred Hospital Camperdown, Prince of Wales Hospital Randwick, Camden Hospital, Westmead Hospital, Concord Hospital and John Hunter Hospital in Newcastle to support the health needs of clients with spina bifida through monthly clinics. Rural clinics were also held in Coffs Harbour, Tamworth, Dubbo and Wagga Wagga. In addition, staff attended transition clinics at the Children’s Hospital at Westmead, Sydney Children’s Hospital Randwick and John Hunter Children’s Hospital in Newcastle to assist children and families moving to adult services.

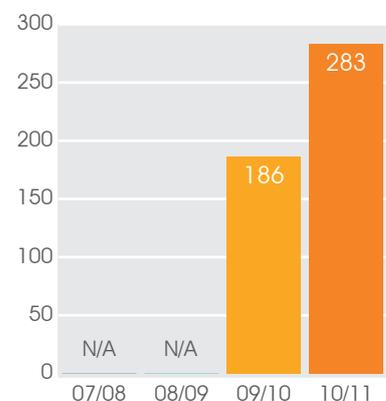
A number of in-service workshops for clinicians and community workers were also held across metropolitan NSW to increase awareness of spina bifida and promote best practice guidelines for support.

A new Facebook page for adults with spina bifida has become an important networking place for members to tackle social isolation, share health information and support each other on health and social matters.

The service has continued its ongoing partnership with the NSW Spina Bifida Collaborative, a network of medical and allied health professionals who work with people with spina bifida. The two organisations have been working together on the upcoming 2012 National Spina Bifida Conference.

In the coming year, SBART plans to grow its presence in rural NSW through improved collaboration with health and community support systems. Additional funding from NSW Health has been sought to support extended stays in rural areas. In addition, new online resource material will be developed, and new data collection processes implemented to assist with future research projects and service development.

### Client Numbers



# Far North Coast



## Types of Services



Community Development



Day Programs



Individual & Family Support



Respite

## Highlights/Achievements

A dedicated Area Manager was appointed in January 2011 to provide local support and drive ongoing community development in the region.

The Community Participation Program, established in February 2010, has grown to four clients.

The Therapy Enhancement program received funding to provide 14 community development workshops across the region, allowing families, teachers, service providers and other stakeholders in isolated communities to access relevant disability information.

Funding was received for a research program investigating the use of assistive technology and access aids by children with disabilities within the classroom setting.

## Community Partnerships

Northcott and TAFE partnered to provide opportunities for students to complete work experience and volunteer opportunities at Northcott programs and services.

Northcott partnered with the Far North Coast School Leavers Expo and 'Get a Life' seminar to provide school leavers with information about the services that Northcott offers.

Northcott partnered with the Commonwealth Respite and Carelink Service to ensure clients are fully aware of the services, agency support and opportunities available to them on the Far North Coast.

A new partnership was formed with Cerebral Palsy Alliance to

provide extended support to clients and additional networking and information sessions.

On Track Tenancy Community Programs initiated a partnership with Northcott to assist families at risk of homelessness to secure and sustain tenancy with financial and budget advice.

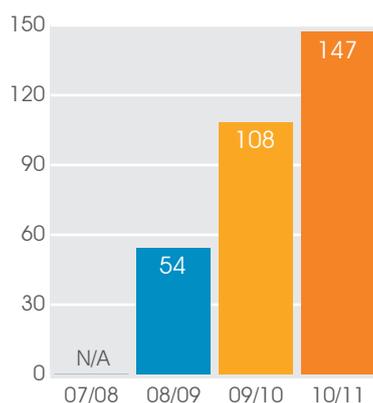
The Lismore Base Hospital and Northcott's EarlyStart Diagnosis Support program partnered to provide services to families with babies and children with extra medical needs, enabling a smoother transition to home.

## Future Directions

A focus on increased education and information provision is planned by the Therapy Enhancement team through community development workshops to be held along the Far North Coast and in more isolated communities. The aim is to increase community capacity to support people with a disability.

The Ballina office plans to increase Community Participation client numbers and move to new premises in order to better service clients' needs.

## Client Numbers



From its Ballina office, Northcott Disability Services provides services to clients and families living on the Far North Coast of New South Wales.



“Northcott has brought my local community to me. Using the laptop and mouse pad provided by the team, I am now able to access Skype, Facebook and eBay. I love it because I can instantly chat and talk to friends I wouldn’t normally be able to see or talk to. It’s opened up a whole new world for me and kept me motivated to keep on going and doing things.”

Josh Smith has Duchenne Muscular Dystrophy but with the help of Ballina’s Community Participation Program, he hasn’t let it stop him from being part of his local community. Josh and his Northcott support workers have creatively found alternative ways for him to stay connected to his family, friends and local community from his bedroom.





## Types of Services

-  Community Development
-  Day Programs
-  Individual & Family Support
-  Respite

## Highlights/Achievements

In May 2011, mothers in the Individual and Family Support Service were pampered with a Carers' Weekend at Nautilus Beach Resort.

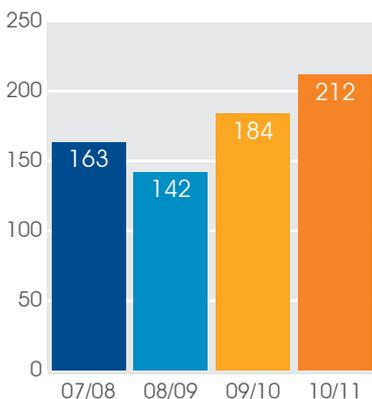
The Individual and Family Support Service Youth Adult Support Group participated in an interactive music/theatre/poetry/improvisations workshop, run by local theatre artist Mark Galvin. The workshop provided the opportunity for the young adults to share information and strengths-based strategies in a creative environment.

A client in the Community Participation Program received presentation preparation assistance and travel arrangements to enable them to attend the

10th Biennial Australian Group on Severe Communication Impairment (AGOSCI) Conference in Adelaide as a keynote speaker. The client, who is also a PhD student at Southern Cross University, delivered a speech on resistance to bullying for children with and without disabilities.

Northcott's Computer Assistive Technology Services (CATS) hosted a local seminar for staff, providers, therapists, carers, parents and teachers, with the opportunity for attendees to use equipment and discuss potential applications for specific people.

## Client Numbers



**"Northcott has been my lifeline. It has shown me direction and also given me moments of peace.**

**Despite so many changes in our lives, we've always been able to rely on Northcott. I'm so grateful for the support and community of friends I've made."**

Northcott has been in Teena Corcoran's life for over 20 years, since her daughter, Kate, was diagnosed with cerebral palsy. Originally from the city, Teena now accesses the Individual and Family Support Service from Northcott's local office in Coffs Harbour, where she also receives advocacy and respite services. In May 2011, Teena attended Northcott's Carers' Weekend for some well-deserved rest and relaxation.

From its Coffs Harbour office, Northcott Disability Services provides services to clients and families living on the Mid North Coast of New South Wales.

### Community Partnerships

Coffs Harbour Pet Porpoise Pool partnered with Northcott to provide the opportunity for clients to participate in a 'Dream Night at the Zoo' event, an annual international festival whereby zoos and aquariums host chronically ill children and their families for a free night of entertainment and laughter.

Northcott partnered with the Coffs Harbour Ex Services Club to assist a Community Participation client in hosting a free weekly Bocce game for clients. It is one of the only free activities for people with disabilities in Coffs Harbour.

### Future Directions

A focus on increased education and information provision is planned by the Therapy Enhancement team through community development workshops to be held along the Mid North Coast and in more isolated communities. The aim is to increase community capacity to support people with a disability.

A Group Community Participation program will be introduced to assist participants in developing skills needed to increase independence and be an active and valued member of the community.

Significant renovations are underway to modernise and improve the facilities in the Coffs Harbour office.





## Types of Services



Community Development



Day Programs



Individual & Family Support



Recreation & Leisure



Respite

## Highlights/Achievements

Northcott's statewide Leaving Care Program Mentoring Service was introduced to the region with the appointment of a mentor based in Tamworth.

The Therapy Enhancement Program presented 16 seminars and events in isolated communities across 10 regional towns to enhance knowledge and skills in disability related issues. This pilot program, which covered topics such as disability and sexuality, building family resilience and autism, exceeded projected outcomes with 631 participants over the course of the events.

A regional bi-monthly support group was formed for fathers of children with a disability, providing participants with the opportunity for respite weekend trips and activities and peer support.

A new playground was completed at the centre-based respite house in Tamworth thanks to a generous donation from Sargents Pies.

Client numbers for Northcott's EarlyStart Diagnosis Support service increased from four families in 2010 to 17 across Tamworth, Quirindi, Gunnedah, Narrabri and Moree, as a result of focusing on the needs of particular communities and building relationships with key stakeholders.

In an initiative to strengthen ties with the local community, five Moree Elders visited Northcott Parramatta as part of community development work being undertaken in Moree. The Elders participated in joint initiatives with metropolitan-based programs including meeting Elders

from other regions. Information was also provided about the support Northcott offers to Aboriginal families and individuals with disability.

The first ever Family Movie Night for clients and their families was held in Tamworth, with 96 families attending. Some parents had never taken their children to the movies.

## Community Partnerships

EarlyStart Diagnosis Support partnered with Brighter Futures, Tamworth Family Support, New England Disability Advocacy, NSW Police and Centacare to provide programs and initiatives at Walhallow, a local Indigenous Community.

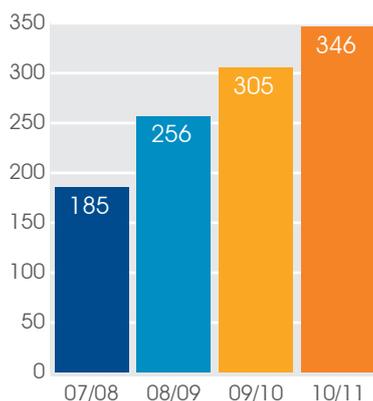
Northcott partnered with Moree Family Support to provide a Girls With Purpose Program, assisting young girls who are at risk of dropping out of school.

The Northcott Respite team joined the New England Respite Coordination Group to ensure that families who are isolated regionally are able to access and receive respite.

Northcott Tamworth partnered with Northern Region Community Care to host a concert for more than 200 people with disability and their families during the country music festival.

Events were also held in partnership with the Benevolent Society, Challenge Disability Services and Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC) as part of National Indigenous Literacy Day and NAIDOC week.

## Client Numbers



Through its offices located in Tamworth and Moree, Northcott Disability Services provides services to clients and their families living in the New England region of New South Wales.

### Future Directions

The First Ever Debutante Ball for people with disability in Tamworth will be held in 2011/12. Northcott's Support Networks Program has partnered with Lifeline, Challenge Disability Services, NewTrain and Sunnyfield Independence to organise and host the event.

A number of new initiatives, including a two-day conference on behaviour and sexuality and a Couples Weekend, are planned to focus on empowering and strengthening the family unit.

A new outdoor area and therapeutic sensory garden to stimulate the senses of people with a disability are planned for the Tamworth office, thanks to the support of a large donation from local families.

Inverell, Armidale and Glen Innes will be the target for new regional programs and opportunities for services and support.

Northcott and Tamworth Regional Council are developing ways to better engage with the community and create more awareness about disability.



**“Since I began receiving support from Northcott, my family’s life has become a little easier and stress free. The staff are always there when I need someone to talk to or to raise concerns with. My kids absolutely love being part of Northcott’s activities – be it at the respite cottage, playground or community events. For me, it’s opened up a new circle of friends and given me the opportunity to have time to myself to recharge my batteries.”**

Casey Howard-Catania is a single mother caring for five-year-old Harrison and three-year-old Giann. Harrison has a respiratory condition, autism and behavioural problems. Giann was born with a paralysed vocal chord. Casey has been involved with Northcott for the past two years and currently engages in the Aboriginal Family Support Program in Moree, through its Intensive Family Support service for families in crisis. She is grateful to Northcott for the flexible, in-home support provided, as well as the practical assistance, counselling, respite, ongoing care and guidance and assistance she receives to help her navigate schools, doctors and other support services.



## Types of Services



Community Development



Day Programs



Individual & Family Support



Recreation & Leisure



Respite

## Highlights/Achievements

A therapeutic sensory garden designed to stimulate the senses of people with disabilities and enhance learning opportunities for clients was officially opened in July 2010. The purpose-built garden was made possible thanks to a generous donation by the Real Estate Institute of NSW. Clients from Northcott Dubbo's Community Participation Program, Leisure Links and Teen Time and Vacation Care program are regular users of the garden.

Fourteen local mothers attended the Western NSW Mothers Weekend at Jemby Rinjah in Blackheath. A valuable respite opportunity, the mothers relaxed with massages, shopping, chatting, sharing good food and dynamic discussions.

In partnership with the Department of Sport and Recreation and Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC), a respite camp was held at Lake Burrendong in January. The camp was an extension of Northcott Dubbo's respite services, with six Northcott clients taking part and staffing support provided by Northcott's Dubbo office.

Northcott Dubbo was nominated as a Finalist in the Dubbo Chamber of Commerce Rhino Awards in Community Service and Customer Service, in recognition of Excellence in Community Service.

## Community Partnerships

TAFE and Northcott's Dubbo office joined forces to support students completing their work placement and attract students to volunteer with Northcott's centre-based programs.

Staff from Northcott's Dubbo office began working with Cerebral Palsy Alliance to assist with Time Out Program funding allocation panels.

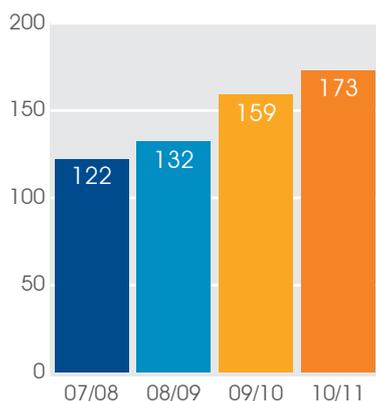
Break Thru People Solutions and Northcott's Individual and Family Support Service jointly assisted shared clients accessing Northcott's Transition to Work programs and employment.

Northcott Dubbo's Community Participation Program formed a partnership with Challenge Disability Services to organise joint outings and social opportunities for clients to commence in the coming year.

## Future Directions

Plans are underway to provide further opportunities and programs for clients and their families to come together to exchange stories and ideas and share useful information.

## Client Numbers



Through its Dubbo Office, Northcott Disability Services provides services to clients and their families living in the Central Orana, Far West and Central Western regions of New South Wales.



“My mum tells me Northcott has been with our family even since I was just three hours old. Over the years, they have helped us in so many different areas such as support, counselling for my mum, respite services for my parents, general guidance and making new friends and connections. In some respects, the way Northcott has helped me has shaped my goal of becoming a counsellor where I can help other people in need and make a positive impact on the lives of those faced with barriers and challenges.”

Northcott has been with Rodney and his family for every chapter of his life. When it was time to go to school, Northcott advocated on Rodney’s behalf to ensure the local bus service would take and return him from school every day. Now that Rodney is completing his Higher School Certificate, Northcott’s Individual and Family Support Service is working to ensure the family has access to all the right services and support to make the transition to adulthood and employment as smooth as possible.



## Types of Services



Accommodation



Community Development



Individual & Family Support

## Highlights/Achievements

The Hunter Young People in Residential Aged Care (YPIRAC) program has commenced planning for new custom-built villa accommodation for six people currently living in aged care facilities. The project has been enabled by a recent capital grant provided by Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC). Northcott has been working with the residents of this house on the design and support needs for them to move to their new home.

Northcott's Hunter office expanded partnerships and joint initiatives with several organisations and local businesses to provide initiatives for new MyTime playgroups, information and education forums, Autism support groups, fitness and swimming programs, and sibling and carers groups.

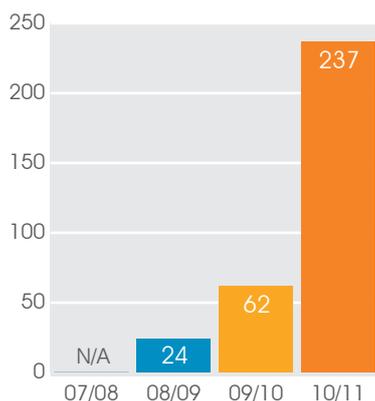
The Central Coast Northcott EarlyStart Diagnosis Support program experienced an 80% increase in self-referrals. Many local families working with the program have become strong advocates to other families, recommending the program as a high quality service. Additionally, referrals are also being received from paediatricians, therapists and schools.



**“Chloe’s diagnosis was a very overwhelming time for our family. Accessing the MyTime supported playgroup, as well as Northcott’s EarlyStart Diagnosis Support program, has been like a lighthouse, giving us strength and direction. The practical resources, tools and information we receive each week at the playgroup – plus the fun time Chloe has – have all been a great support and relief.”**

Katrina Brown’s three-year-old daughter, Chloe, has autism. When the family began accessing Northcott’s services, the assistance helped them stabilise and set new direction. Each week, Katrina and Chloe attend the Gosford MyTime supported playgroup, a partnership between Northcott, Coastwide Child and Family Services Inc, Supported Playgroups and Parenting Research Centre. This playgroup provides the opportunity for mother and daughter to have positive play and social experiences in a supportive environment.

## Client Numbers



From its Mayfield office, Northcott Disability Services provides services to clients and their families living in the Central Coast and Hunter regions of New South Wales.

### Community Partnerships

Northcott Hunter formed new partnerships with organisations including ADHC, Cerebral Palsy Alliance, Strengthening Families for Stronger Kids, Educare, FirstChance Inc, Early Childhood Intervention Coordination Program, Fitness First, Balance Health Club, Learning Links, Jungle Sports and the Benevolent Society.

The Hunter YPIRAC program formalised partnership agreements with Head Start Brain Injury Service and Life Style Solutions and played a key role in the Windale strategic transformation planning initiative with Windale Interagency and Community Alliance (WICA).

A new partnership was formed with Coastwide Child and Family Services and Parenting Research Centre to provide support to families via a weekly MyTime supported playgroup. This playgroup provides information and educational support sessions to families whilst children have the opportunity to participate in playgroup activities.

### Future Directions

Through a newly formed partnership with Gosford City Rotary Club, Northcott plans to introduce recreational activities (such as sailing) and support for siblings of children with a disability.

A support group for fathers of children with disabilities will be formed to provide greater support and respite activities to fathers.

A new focus will be given to developing initiatives and new partnerships to support multicultural services and families in the region.

The statewide Leaving Care Program Mentoring Service is expanding with an additional mentor to be appointed to the Hunter and Central Coast region.





## Types of Services



Community Development



Individual & Family Support



Respite



Therapy

## Highlights/Achievements

The Oak Flats office experienced a 33% increase in client numbers across the region, from 85 in 2009/10 to 109 in 2011.

This is a result of the Illawarra Case Management program transitioning from a long-term case management service to a short-to-medium term service, enabling greater numbers of clients to access the program. Additional funding received by the EarlyStart Early Intervention Support service also contributed to the increase.

EarlyStart Early Intervention Support received double the level of funding from Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC), allowing 38 families in much needed help to receive early intervention support.

The National Disability Coordination Officer (NDCO) Program secured funding for another 12 months. This program supports people with a disability to transition between school, the community, higher education, vocational education and training, and then on to subsequent employment.

In collaboration with Warrawong Centrelink, Shellharbour Council, Shoalhaven Council and Essential Personnel, Northcott's NDCO program worked with Elders to improve outcomes for the Aboriginal communities in Dapto and the Koonawarra areas, in relation to further education and employment.

Additional funding for the Therapy Enhancement program has allowed specialist computer assistive technology services to be provided to 14 local clients.

The EarlyStart Early Intervention Support team hosted seminars on transition to school, use of iPads for communication, speech pathology, behaviour support and intervention, and creation and use of visuals to assist communication. These seminars provided practical support for families that have recently received a diagnosis that their child has a disability.

Relationships and networks with Indigenous Services and Elders continued to grow.

## Community Partnerships

Wollongong Interchange partnered with EarlyStart Early Intervention Support to assist families to create appropriate communication and visual resources on a monthly basis.

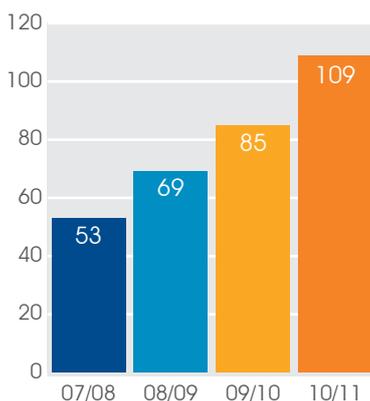
In Goulburn, Northcott partnered with ADHC and The Disability Trust to organise and host an event to mark International Day of People with Disability.

## Future Directions

A new Transition To Work program will commence in January 2012. Promotion and networking with schools, TAFE, and Vocational Services has commenced.

Plans are underway to develop a regional profile to identify disability services gaps within the Illawarra region, and to assist in planning future growth in response to individual and community needs.

## Client Numbers



From its Oak Flats office near Wollongong, Northcott Disability Services provides services to clients and their families in the Illawarra and surrounding regions.



“I work with such a broad cross-section of the community including Indigenous people and youth with disabilities. It’s really satisfying to see a client’s face when an opportunity works out for them. I particularly like my work with the Indigenous community. They have such passion to help their youth and make a better life for them. They are trying to teach their young ones to make the most of their opportunities. I find them so inspirational. I’m quite proud that they’ve warmed to me and given me the opportunity to work with them so closely.”

Julie Williams is a National Disability Coordination Officer, based at Northcott’s Oak Flats office. Julie works with young people with a disability to raise awareness about the different pathways and opportunities available to further their education and training and assist with employment. Part of her role includes working with the local Indigenous community to provide information, referral and coordination support to Elders caring for young people with disabilities transitioning from school to post school options. Julie’s work with Aunty Mary from Moss Vale is helping give local Indigenous youth with disabilities access to information and opportunities.

*NDCO is funded by the Department of Education, Employment and Workplace Relations (DEEWR). Northcott operates NDCO programs in the Illawarra and Southern Highlands/ACT areas.*



## Types of Services



Community Development



Day Programs



Individual & Family Support



Respite

## Highlights/Achievements

Through the National Disability Coordination Officer (NDCO) program, Northcott facilitated the development of the Youth Mental Health Consultative Committee in the ACT. This committee involves 30 stakeholders and provides support for young people with mental health problems. The committee also facilitates activities and professional development days to support the community, professionals and youth with mental health as a barrier to education and employment.

Northcott also facilitated the development of the Albury Cross Border Committee, focusing on identifying and addressing issues related to young school leavers living on a state border who may be faced with confusing services and opportunities.

The NDCO program also developed and facilitated a number of workshops and seminars including the 'Joining the Dots' seminar in Bateman's Bay to encourage sharing of information and referral pathways for people with a disability. The Inclusive Employers Conference in Albury, also driven by the NDCO, offered practical information about the business benefits, incentives and resources available to employ and retain staff with a disability.

The Leaving Care Program Mentoring Service continues to be a valuable service for clients. Facebook has enabled mentors to maintain regular contact with clients regardless of their location, helping to build meaningful relationships.

## Community Partnerships

Northcott partnered with other service providers to develop the Eurobodalla Community Partnership Committee to ensure that the 'Joining the Dots' seminar continues to run each year. Additionally, the committee provides service providers with the opportunity to share information within their local community.

New partnerships to provide joint services and programs were formed with regional organisations including Respite Care Bega Valley, Workability, Cooma Challenge, Meals on Wheels Bega, Anglicare, Lambing Flat Enterprises, Queanbeyan City Council, Technical Aid for the Disabled, Yass Valley Council, Catholic Care Young and Life Without Barriers.

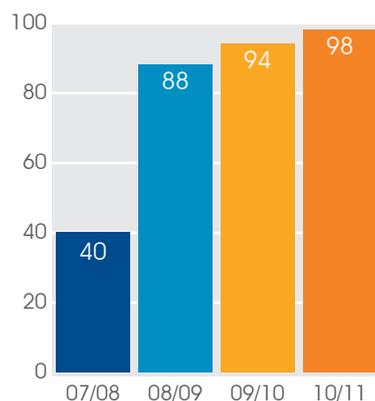
## Future Directions

The Support Coordination for Older Parent Carers Service is planning to provide information sessions throughout the region, with a focus on future planning, targeting new areas and hidden carers.

Plans are underway to begin a Community Participation Program in January 2012 and move to new premises to better service the needs of clients.

Potential business growth opportunities are being identified within the ACT.

## Client Numbers



From its Queanbeyan office, Northcott Disability Services provides a wide range of services to clients and their families living in the Southern Highlands and the Australian Capital Territory (ACT).



**“I like the help I received from Northcott to live in my own home. Now that I live here, I am enjoying learning to cook, clean and wash my clothes. I’m pleased to be able to have my friends over to watch the football and eat a meal. ”**

Until March, 44-year-old Peter, who has a mild intellectual disability, had lived with his mother his whole life. His lifelong dream was to move out of his mother’s home into his own flat and live independently. With Northcott’s assistance, Peter found a brand new Community Housing unit to rent, purchased furniture and cooking appliances and is learning important independent living skills. With a little more independence, Peter is also finding time to socialise with friends in his local community.



## Types of Services



Accommodation



Community Development



Individual & Family Support



Respite

## Highlights/Achievements

Construction has begun on a new group home in Wagga Wagga for five local adults currently residing in aged care facilities. The home is funded by Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC) through its Younger People in Residential Aged Care (YPIRAC) program, which aims to provide permanent accommodation for younger people living in aged care facilities. The Wagga Wagga house is one of two homes funded by ADHC to be managed by Northcott.

Refurbishments have been completed at Wagga Wagga's Dunlop Place Respite Home thanks to funding received from

ADHC and the local fundraising committee. Improvements include a new kitchen, flooring, paint, furnishings and outdoor equipment.

Wagga Wagga fathers involved in Northcott's Individual and Family Support program travelled to the State of Origin Clash at ANZ Stadium in June. The trip provided a well needed break for many fathers who seldom get a chance to have a break and bond with others in similar circumstances. The trip was a success and another is planned for 2012.

A Duchenne (Muscular Dystrophy) Carers Group was formed in June, with clinical nurse consultant Margot Morrison from the Neuromuscular Clinic at Sydney

## Client Numbers



From its Wagga Wagga office, Northcott Disability Services provides a wide range of services to clients and their families living in the Riverina/Murray region.

Children's Hospital attending the launch as guest speaker. With nine children in the Riverina region with Duchenne Muscular Dystrophy, the new group provides the opportunity to meet and talk with other families in a similar situation.

The Individual and Family Support program provided the opportunity for 28 families to enjoy a Carers' Night Out.

The Therapy Enhancement program hosted six free education and information sessions in partnership with experts, with capacity attendance at each. The sessions covered topics around supporting children with varying disabilities.

### Community Partnerships

A close partnership was formed with Wagga Wagga City Council to provide better services for residents that live with a disability.

Working closely with TAFE, Northcott provided in-house work experience for students currently studying toward a Certificate in Community Services. The partnership allows students to apply their learned knowledge and gives Northcott the opportunity to identify prospective employees.

Wagga Mutual Credit Union, a long-time supporter of the successful Literary Lunches organised by the local fundraising committee, confirmed support for another year, continuing their annual \$5,000 donation.

### Future Directions

A Northcott Future Expo is planned for March 2012 to provide local parents and carers with the opportunity to receive information and advice from a range of organisations and agencies on planning for their futures.



**"I was so excited to attend the sod turning ceremony to mark the start of construction of my new home, provided by Northcott. This new home will give me more freedom and choice. It will feel like my own home and not a room in a building with 60 elderly residents. I'm looking forward to living with other people within my age group and having the opportunity for my friends to visit without feeling awkward."**

38-year-old Lyn Smith is living with an extremely rare disease of the connective tissues, called Fibrodysplasia ossificans progressive. For the past five years, she has been living in a nursing home, where she feels socially isolated and a long way away from her friends and peers. Soon, Lyn and four other young people with a disability currently living in aged care facilities will become housemates in Northcott's new purpose-built home in Wagga Wagga. Funded through a \$1.6 million capital grant provided by Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC), Lyn's new home is one of two Northcott residences under construction as part of the government-led NSW Younger People in Residential Aged Care Program (YPIRAC).



## Types of Services



Day Programs



Employment



Individual & Family Support



Therapy

## Highlights/Achievements

The Individual Community Participation Program achieved significant outcomes for clients, as a result of increased awareness and focus on person centred approaches. With clients taking a more active role in their decision-making and choices, new opportunities have included attendance at a four-day music festival, a sporting tour of Melbourne, a trip to Moree to access special therapeutic hot pools and increased access to a client's social networks.

Three Nepean-based clients from different programs were selected as Northcott Client Person Centred Champions. In this role, the clients have completed training to take a leadership role amongst other clients in their program to ensure that client goals and feedback are incorporated into planning and decision-making within Nepean services.

The Northcott EarlyStart Diagnosis Support program established a new partnership with the local Inclusion Support Agency (administered by Penrith Local Council) to ensure the Agency is aware of childcare centres or preschools servicing Northcott clients, in order to provide appropriate additional resources to the centre. In addition, the partnership has allowed Northcott's early childhood programs to keep abreast of sector developments in childcare.

Northcott Intensive Family Support (NIFS) worked with a homeless Aboriginal family consisting of a single dad and three children, one

with severe autism. This family had been homeless for nine months prior to NIFS intervention, living in a car with the school transport service dropping the children off to meet their father at the train station in the absence of any other address. With a high level of practical support from the NIFS Family Therapist, the family has now secured a stable home and furniture. The family has also been supported to link with longer-term services and support.

Northcott Nepean staff hosted an information stall at Westfield in Penrith, providing information on developmental milestones and activities to encourage a child's development. The event provided the opportunity to promote Northcott's presence in the Nepean area.

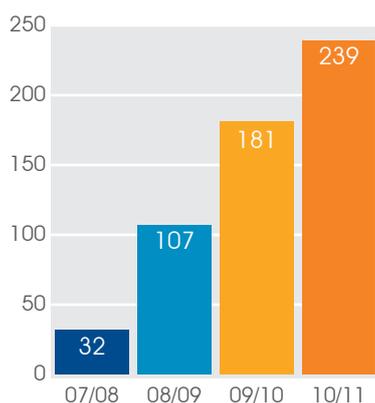
Jobmatch introduced a new service delivery model with a focus on tailoring assistance to individuals with significant barriers and contributing to positive social and employment outcomes.

## Community Partnerships

Northcott staff worked closely with case managers and therapists from the local Ageing, Disability and Home Care office to share information about current group programs and identify opportunities for working together in the local area.

A new partnership was formed with the Penrith Disabilities Resource Centre to improve information sharing about developments in the local area and positive working relationships, resulting in many new referrals.

## Client Numbers



From its Penrith office, Northcott Disability Services provides a wide range of services to clients and their families living in the Nepean region of Greater Sydney.

A partnership was established with Wesley Mission's Brighter Futures program to offer Northcott and Wesley Mission clients a Dads' and Kids' Playgroup during one school term.

### Future Directions

Northcott's Leaving Care Program Mentoring Service will be offered from the Penrith Office with a mentor appointed in the coming year.

Plans are underway to establish a new Group Community Participation Program in January 2012.

Following increased funding, the Early Childhood and Family Support team will be expanded to include a new physiotherapist position and increased speech pathology and occupational therapy hours.

Plans are underway to relocate Northcott's Penrith office to a new, more accessible premises to allow for further growth of programs.

Jobmatch is planning targeted recruitment initiatives with schools to increase the pool of participants. A new Indigenous Employment Strategy will be introduced to promote open employment opportunities to the Indigenous community.

Using grant funds, Jobmatch will begin a research project to identify factors that contribute to sustained open employment for people with spina bifida and hydrocephalus.



**"I was referred to Northcott after calling many other organisations that were unwilling or unable to help.**

**With multiple diagnoses, Bella has complex care needs and we didn't know where to start. Northcott has helped in every way possible – with therapy groups, in-home care, equipment, play and learning tools, parent education, accessing services, funding and sibling respite. The Northcott team is really like a family to us now."**

Helen Owen and her family access Northcott's Early Childhood and Family Support (NECAFS) service to assist with caring for toddler Bella, who has a mild intellectual disability, autism and complex care needs. Bella and the rest of the family have benefited from the holistic, multidisciplinary services provided by the team, particularly at a time when no other support could be found.



## Types of Services



Accommodation



Day Programs



Individual & Family Support



Recreation & Leisure



Respite

## Highlights/Achievements

Two 'Person Centred Tool Building' workshops were held at the Hornsby office to support clients and families in learning about person centred approaches.

The Family Support team broadened its eligibility criteria to include any child with a disability under the Disability Services Act. As a result, the program has provided services to more families in the area. To assist families to maximise their time within the Program, the service has increased its focus on goal orientated service plans, allowing families to discuss their goals, wants and needs and set out a plan of how Family Support can help them achieve this.

The Flexible Respite Program held a three-day respite camp for primary school children, using funding from Westfield's Community Grants program. Held at the Baden-Powell Scout Centre in Pennant Hills, participants enjoyed activities including bushwalking, ballista building, crate stacking and the leap of faith.

The first Adult Respite Camp was held in February in Port Stephens. Also funded by Westfield's Community Grants program, the camp provided the opportunity for clients to relax and experience new activities.

The EarlyStart Diagnosis Support service continued to receive a steady stream of new client referrals with positive feedback from clients and local health providers.

Participants in Northcott's Transition to Work program doubled to 14, with clients participating in a Toastmasters program to learn public speaking skills and confidence building. Two clients successfully completed TAFE courses.

Northcott strengthened its relationship with Housing NSW in relation to the ongoing management of the Housing Links properties for clients with the intended future focus on creating a more person centred approach to services that will involve tenants more in decisions about their housing.

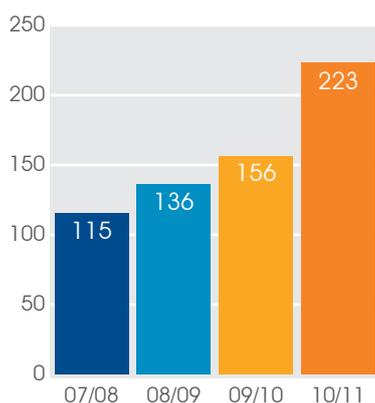
## Community Partnerships

Northcott's Family Support Program was invited to be a member of the Stakeholder Panel for the construction of an All Abilities style playground in the City of Ryde. The panel met several times during the year to discuss the needs of the community and how these could be addressed in building a socially inclusive playground. Construction of the playground will begin later in 2011.

The respite programs commenced a relationship with the Commonwealth Respite and Carelink Centres to enable families who prefer Northcott workers, over unknown workers, to access the service in cases of emergency and short-term respite need.

The EarlyStart Diagnosis Support service formed partnerships with Northern Beaches Interchange (Kookaburra Playgroup), and Ageing, Disability and Home Care (ADHC) Hornsby to offer monthly support groups to families

## Client Numbers



From its Hornsby office, Northcott Disability Services provides a wide range of services clients and their families living in Northern Sydney.

with a child who has recently been diagnosed with a disability. This partnering has created more opportunities for clients from different services to come together, and also expanded the referral base for EarlyStart Diagnosis Support.

The Northern Sydney team developed a partnership with Loreto Normanhurst High School to provide volunteer opportunities for students with Northcott's family support and flexible respite recreation programs.

The partnership between the Hornsby office and Westfield has continued to strengthen, resulting in increased fundraising efforts, including \$2,500 towards the client Christmas party.

### Future Directions

Plans are underway to establish a Community Participation Program in the Manly Warringah and Pittwater Region.

Plans are also underway to develop new partnerships with local businesses to increase work experience opportunities for Transition to Work participants.



**“For my son Noah and our family, the two year association with Northcott has been nothing but positive. Northcott’s respite service including outings, as well as holiday and camp programs, have provided a solid base to Noah’s social life. He has developed skills in a variety of settings and gained greater independence away from us. The programs have also provided the rest of the family with a much needed break and rare quality time together.”**

Twelve-year-old Noah Pulver is living with autism and is supported by Northcott’s Northern Sydney Flexible Respite service. He enjoys outings and activities with Northcott, including visits to the playground. His mother, Sarah, is grateful for the care, support and assistance provided by Northcott. In particular, she welcomes the flexibility of the program, which has allowed the family to tailor the care to their changing needs.



## Types of Services



Accommodation



Day Programs



Employment



Equipment & Technology



Individual & Family Support



Respite



Therapy

## Highlights/Achievements

Referrals to the Northcott EarlyStart Diagnosis Support program have almost trebled over the past 12 months, from 37 in 2009/10 to 97 in 2010/11.

The Community Participation Group introduced many new person centred approaches, enabling clients to plan their life and supports in a self-directed manner. Clients now have greater control over their program and staff practices have improved. This culminated in the development of a group person centred future planning tool (called PATH), involving both clients and staff.

The Flexible Respite and Respite for Older Carers programs hosted camps in Port Stephens, Coffs Harbour, Kiama and Umina, providing a much needed break for carers, as well as new and exciting experiences for clients.

The Transition to Work Program placed four clients in employment, with the majority securing placements within the open employment market.

The Leaving Care Program Mentoring Service continued to be successful in the area, increasing in client numbers from 17 in 2009/10 to 26 in 2010/11.

Eligibility criteria for the Transitional Accommodation Program was broadened to include support for people with an intellectual disability, resulting in an additional six referrals.

Northcott Early Childhood Autism Service (NECAS) implemented a new client management system to enhance monitoring, billing, data integrity and relevancy and improve workflow.

A second NECAS therapy room was introduced to better service the high demand for centre-based services.

Jobmatch introduced a new service delivery model with a focus on tailoring assistance to individuals with significant barriers and contributing to positive social and employment outcomes.

## Community Partnerships

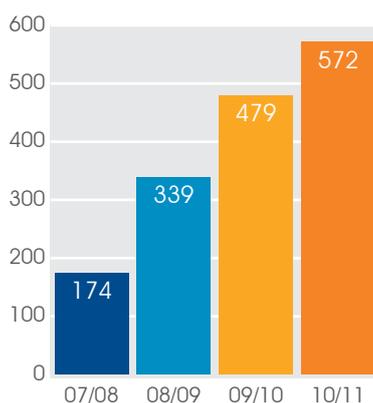
Northcott EarlyStart Diagnosis Support formed a partnership with The Children's Hospital at Westmead to run Positive Parenting workshops. The course is a specialist Stepping Stones program which focuses on parenting a child with a disability.

A partnership was formed with the Toongabbie Legal Centre to provide legal information workshops to Northcott clients on issues relevant to their lives.

During Carer's Week, Northcott and Holroyd City Council partnered to hold a concert for carers of a person with a disability.

The Transition to Work Program partnered with McCartin & Associates, The Kings School, All About Glass & Glazing, Castle Grand and Bright Sky to provide ongoing work experience placements and guest speakers for the program.

## Client Numbers



From its Parramatta office, Northcott Disability Services provides a wide range of services to clients and their families living in the Cumberland and Prospect regions of Greater Sydney.

### Future Directions

Focus will be given to raising Northcott's profile within the area in order to pursue local partnerships, fundraising opportunities and support sustainable levels of growth, particularly within the day programs.

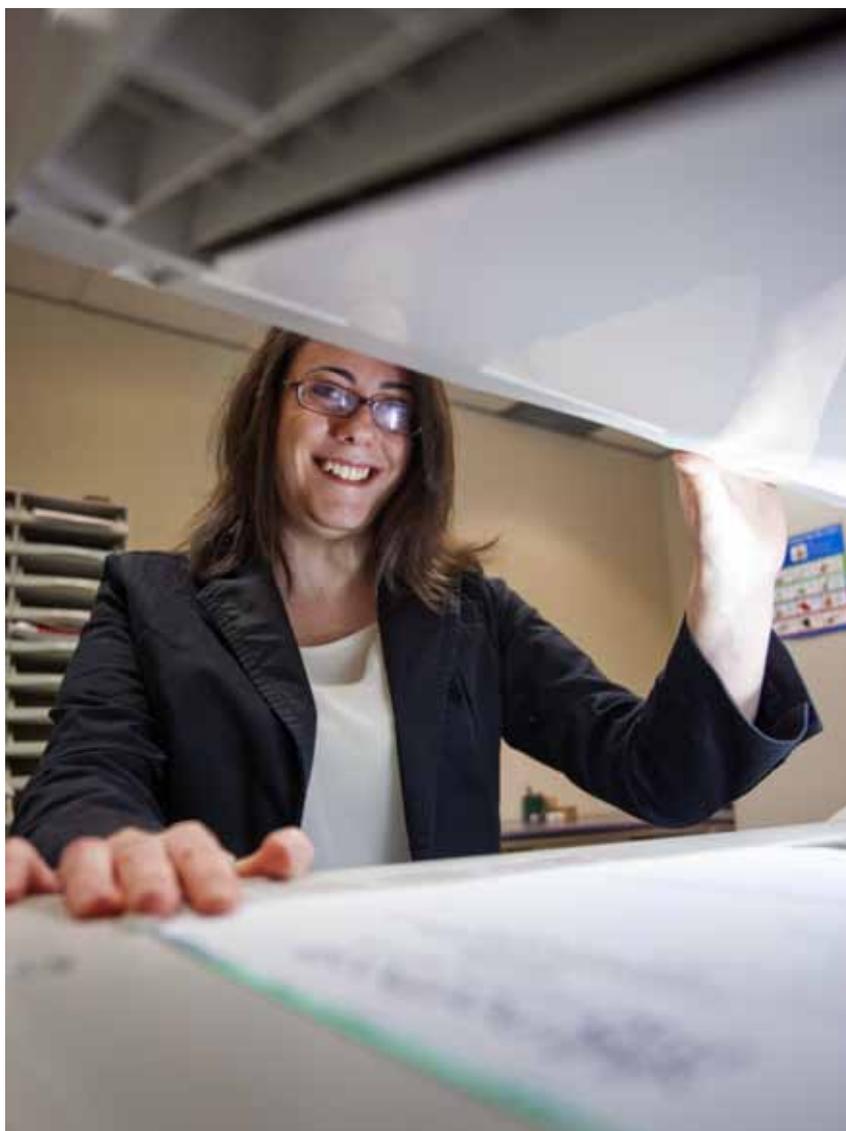
All Transitional Accommodation staff will be trained in delivering Active Support to residents.

This support aims to ensure people have the opportunity to be fully involved with their lives. It will teach direct care workers that instead of doing things for residents they can empower residents to take part in all activities of everyday life, no matter their disability.

NECAS will focus on targeted promotional initiatives with schools, media and expos to raise awareness of its services and increase partners and advocates in order to increase client numbers.

Jobmatch is planning targeted recruitment initiatives with schools to increase the pool of participants. A new Indigenous Employment Strategy will be introduced to promote open employment opportunities in the Indigenous community.

Using grant funds, Jobmatch will begin a research project to identify factors that contribute to sustained open employment for people with spina bifida and hydrocephalus.



**“Before Transition to Work, I was shy, lacked confidence, was unmotivated to study or work and couldn’t travel alone. Now I’ve completed TAFE Certificates, gained work experience and am currently employed as an administration assistant. I’m looking for more work and can’t wait to save money to move out of home.”**

Participating in Northcott Parramatta’s Transition to Work program has given 20-year-old Alise Mustafa confidence, independence and employment skills.



## Types of Services



Accommodation



Day Programs



Individual & Family Support



Respite



Therapy

## Highlights/Achievements

An Open Day for Northcott's new Casula office was held in March 2011, with the Member for Liverpool, Paul Lynch MP, local service providers, clients and their families and other community members attending. The event provided the opportunity to learn more about Northcott services.

Two staff and three clients completed training with the Centre of Disability Studies to become Northcott Person Centred Champions.

Northcott's Casula office was selected to participate in the Woolworths Charity of the Month event. In August 2010, fundraising events were held at Woolworths Head Office, raising \$22,600 for Northcott's Inner West region.

The money was used to help fund a Carers Weekend Away and parts of the refurbishment to Northcott's Roselands Respite House.

Two staff attended the National Carers Congress in Melbourne, which included the launch of the National Disability Insurance Scheme campaign.

A Carers Weekend Away was held in Nelson Bay for 10 carers, providing them with a well-deserved break.

Renovation of Northcott's Roselands Respite House commenced in May 2011 and is due to be completed by September 2011. The new fully accessible kitchen and increased space will allow clients to be able to participate in cooking programs and other activities.

## Client Numbers



From its Casula office, Northcott Disability Services provides a wide range of services to clients and their families living in the Inner West region.

### Community Partnerships

The Inner West Team established a successful partnership with Westfield Burwood, with the organisation hosting a number of fundraising and community events to raise money for Northcott and promote the services of the local office. Initiatives included Give Ability Day which raised \$2,685 and a Christmas Breakfast for 57 clients and their families.

In partnership with AFFORD, Campbelltown Council, Bankstown Council and South West Sydney Commonwealth Respite and Carelink Centres, a Carers Ball was held at Bankstown Sports Club during Carers Week to acknowledge the valuable role of carers. The event was attended by 450 carers as well as the Minister and Shadow Minister for Disability and Ageing.

A partnership was established with Canterbury-Bankstown Multicultural Interagency to increase Culturally And Linguistically Diverse (CALD) community awareness of services available to them.

Canterbury Council Disability Access Committee is working with Northcott to improve access in the local area.

Northcott is working with Northern Beaches TAFE, Bankstown TAFE, Wetherill Park TAFE and Australian Catholic University to provide student placements in a variety of programs.

The Charity House in Hurstville, a cancer support and resource centre, has generously donated a room for Northcott's Community Participation Program to use during the renovations to Northcott's Roselands Respite House.

### Future Directions

A Carer Support network will commence in October 2011.

Work is underway to raise Northcott's profile within the Inner West area through new partnerships and participation in community events and networking.



**“Before we found Northcott, life was a little bit harder because of concerns for our daughter Courtney, no outside support and not having quality time for myself or with my husband. Northcott’s respite services have not only allowed Damian and I to make valuable time for ourselves but it’s also given Courtney confidence and self-esteem. She loves taking her suitcase and teddy bear for a visit to The Shack and the lovely Northcott staff. Everyone is so kind, caring and supportive.”**

Seven-year-old Courtney Norton, who has cerebral palsy, accesses Northcott's Roselands Respite Program, attending holiday and weekend overnight stays, to allow her parents quality time together. The time away from home has given Courtney more independence and confidence, a growing network of friends and something to share with her peers at school. For her mum, Zoe, the program has provided much needed support, not only with caring for Courtney, but also in allowing her free time with her friends and other family members.



## Types of Services



Accommodation



Community Development



Individual & Family Support



Respite



Therapy

## Highlights/Achievements

South West Sydney held its first Open Day in April 2011 with attendance by local government Ministers and the Minister of Disability Services, Andrew Constance MP. A number of Aboriginal Elders, families and service providers also attended. The event provided the opportunity to strengthen relationships and profile Northcott services.

Increased participation in local community and government events, such as the Bankstown Disability Expo, Wingecarribee Service Expo and National Aborigines and Islanders Day Observance Committee (NAIDOC) event, increased Northcott's presence and profile within the region.

Family Resource Links has expanded its services to provide support to carers within the Cystic Fibrosis support group.

An 'Aboriginal Yarning Circle' (carer support group) was established following a pilot project to identify hidden Aboriginal carers. Three carer outings assisted in identifying 35 Aboriginal carers who are now accessing services and participating in Northcott events.

Three staff members and one client completed training as Person Centred Champions.

The Campbelltown Teen After School/Vacation Care program achieved accreditation from the National Childcare Accreditation Council (NCAC) and was awarded High Quality ratings across all quality assurance areas.

British American Tobacco Company donated \$90,000 to assist in installing new kitchens for the Beverly Park Accommodation Service.

A government grant of \$23,529 was approved for a Garden Redevelopment Project at Beverley Park as part of the Government's Community Building Partnerships Program. Work is expected to begin in December 2011.

Also at Beverley Park, the Raymond E Purves Foundation donated over \$30,000 towards the cost of a demountable office. The new office, which is self-contained, will provide a dedicated space for the staff that support the residents living in the home.

The Transitional Accommodation Service broadened its eligibility criteria to include support for people with an intellectual disability, resulting in six additional referrals, addressing the previous low occupancy levels.

A review was undertaken of Northcott Early Childhood Autism Service (NECAS) to consider ways to improve the service within the funding requirements. As a result some services were put on-hold with greater focus on metropolitan Sydney areas. A new client management system was implemented to enhance monitoring, billing, data integrity and relevancy, to analyse trends and improve workflow.

A therapy pilot program was established with the South West Sydney Therapy Team to promote a better exchange of Northcott resources.

## Client Numbers



From its Campbelltown office, Northcott Disability Services provides a wide range of services to clients and their families living in South West Sydney and the Macarthur region.

### Community Partnerships

The South West Sydney Therapy program partnered with Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC) in Bowral to develop organisational relationships, provide support and increase presence in Wingecarribee.

New partnerships with the University of Sydney Speech Pathology Department and the University of Western Sydney Occupational Therapy Department were formed to place students within the team. Northcott speech pathologists provide clinical supervision and mentoring to the students with two of our therapy staff receiving an award for excellence in student supervision.

Northcott has partnered with Australian Group on Severe

Communication Impairments (AGOSCI) as the NSW State Representative and Co-convenor (with Independent Living Centre) in organising the AGOSCI Sydney Conference in 2013.

Family Resource Links established a new partnership with the Department of Education and the Benevolent Society to deliver a second Aboriginal Supported Playgroup.

The Campbelltown Teen After School and Vacation Care program worked closely with Macarthur Disability Services (MDS) to ensure a smooth transition to the Northcott service for clients from MDS, following loss of funding.

The partnership with MDS has grown with nine accommodation clients now accessing their day programs regularly.

### Future Directions

Macarthur Case Management will strategically plan to increase their presence within the Wollondilly Shire through community engagement.

Work is underway to investigate potential funding opportunities for programs in high demand, as a result of the rapidly growing local population.

The Active Support model to improve participation, choice and quality of life will be implemented in accommodation services.

NECAS will focus on targeted promotional initiatives with schools, media and expos to raise awareness of its services and increase partners and advocates in order to increase client numbers.



**“Since living at Woodbine, I’ve enjoyed sharing the house and helping the others I live with. I’ve learnt to cook my own meals and am growing herbs, lettuce and carrots. Northcott has given me more freedom and independence.”**

Aimee Byrne, who has Asperger’s syndrome, is a client in Northcott’s Transitional Accommodation Service and resident of Northcott’s Woodbine house, a shared home for adults with a disability who want to learn the skills they need to live independently. Living with others in the share house has helped Aimee to learn to cook, clean and garden as well as gain confidence, improve her social skills and be more independent.



# Sydney Metropolitan-wide Services

## Types of Services



Individual & Family Support



Recreation & Leisure

## Highlights/Achievements

Northcott collaborated with the NSW Department of Sport and Recreation to provide camp programs for teenagers with intellectual disabilities and their siblings across metropolitan Sydney and in Dubbo. The funding enabled 22 clients and their siblings to attend two camps in Broken Bay and Narrabeen.

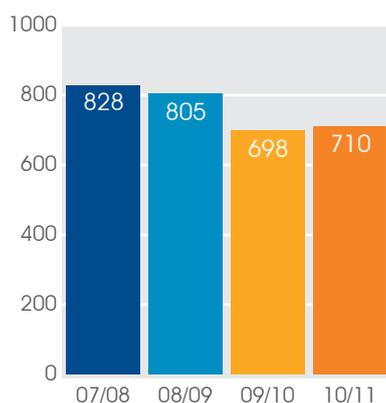
Northcott facilitated two 'Skills for Wheelies' workshops for 10 clients and wheelchair users from the Metropolitan Family Support Service (MFS) and the NSW Paediatric Spinal Outreach Service. Associate Professor Dr Bonita Sawatski from the Department of Orthopaedics at British Columbia

University presented at the second workshop, providing insights into her research into the physiological and biomechanical effects of wheelchair set-up on wheelchair propulsion in both adults and children.

The annual Siblings Camp was held in October with 20 children attending. The camp provides an opportunity for siblings of children with disabilities to participate in adventure activities and meet others who may share common experiences.

The Metropolitan Family Support Service hosted a School Leavers Information Night for clients who are in their final year of school, providing information about funding available for post

## Client Numbers



**"I can't remember a time when Northcott wasn't part of my life. The Metropolitan Family Support Service has been particularly helpful in the last few years with my move to high school, assisting with equipment needs and hosting activities with my peers and my brothers and sister. I really enjoy the annual Playstation PlayOff tournament and other activities such as Pizza Night arranged by Northcott."**

Parramatta Eels fan Blake Hayes, 17, has been a Northcott client for most of his life. He now receives regular support from the Metropolitan Family Support Service for school aged children, including occupational therapy, social work services and transition services. His siblings attend sibling camps and his mother has taken part in a Mother's Weekend for some well-deserved rest and relaxation. As Blake reaches the end of school, the team is helping to prepare him and his family to face a new set of challenges when he decides to leave school.



## The Sydney Metropolitan-wide team at Northcott Disability Services provides services to children and adults with a disability and their families living across the Greater Metropolitan Sydney region.

school programs and the range of services offered to support school leavers. Representatives from the Department of Education Transition Support, TAFE Disability Support Services, Northcott's Jobmatch, Transition to Work and Community Participation services presented.

The Recreation Service received close to \$20,000 from Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC) to develop an adapted version of cricket. The game will be inclusive for individuals regardless of their ability level and utilise adaptive equipment, including a client-activated bowling machine and a cricket bat that attaches to a

wheelchair. Revised rules and equipment will be also developed. Adaptive Cricket will be launched as an ongoing sport at Northcott's 16th Annual Cricket Legends lunch in November 2011.

### Community Partnerships

Funding from the Profield Foundation will go towards employing a Speech Pathologist for the Early Childhood Support Service.

### Future Directions

Following the completion of a review of services, focus will move to providing viable services and group programs to support current client needs and broaden and maximise benefits to clients.

Further funding opportunities will be sought from the NSW Department of Sport and Recreation to support additional camp opportunities for children with disabilities.

The Recreation team plans to formalise a number of key relationships to assist with its interschool sporting carnivals, including partnerships with the Australian Sports Commission, Swimming NSW and the Australian Paralympic Committee.





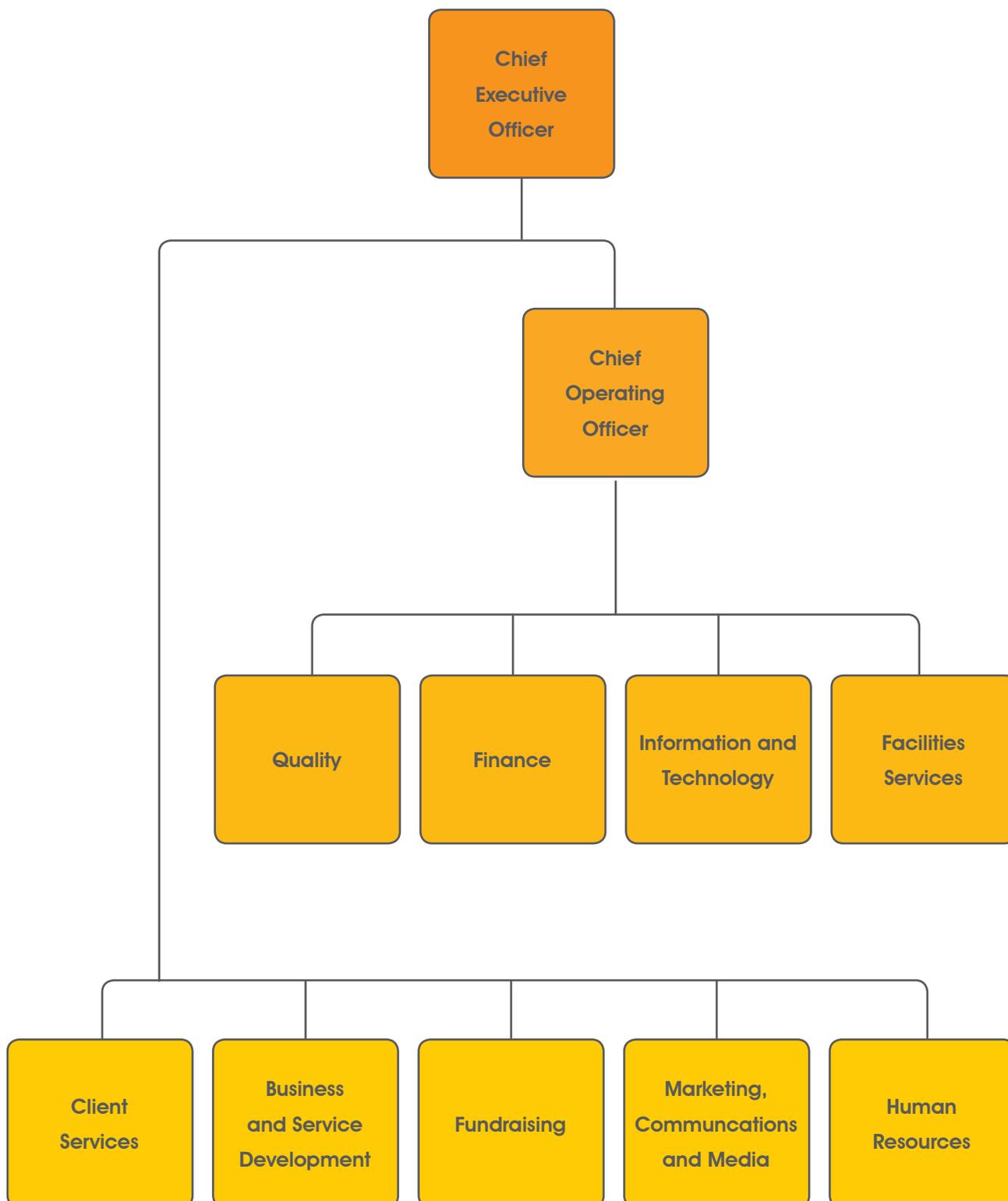
QUALITY



# Organisational Performance



# Organisational Structure



# Our Management



**KERRY STUBBS**, BA (Hons), MA (Hons), Grad Cert Writing MAICD

### **Chief Executive Officer**

Kerry joined Northcott in 2008. Prior to her appointment, Kerry was 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**, ACMA, CPA, GradCert (Business Admin), MBA, MAICD

### **Chief Operating Officer and Company Secretary**

Lee commenced at Northcott in 2008 and is responsible for Northcott's corporate and commercial services.



**PAMELA HABEK**, B Science (Elementary Education)

### **Quality Manager**

Pamela joined Northcott in December 2007 and worked for six months developing a formal volunteer program. She returned in December 2008 and is now responsible for external and internal quality processes, policy and procedure development and management of the Intranet.



**MELINDA EWELL**, M Commerce (Accounting), CPA

### **Finance Manager**

Melinda joined Northcott in 2011 and is responsible for day-to-day financial operations. Melinda assists the Chief Operating Officer with the strategic financial management of Northcott and its related entities.



**STEPHEN SCOTT**, B Ed

### **Manager, Technology and Information Services**

After spending a number of years working within IT for surveying and engineering companies, Steve took up a position at Northcott in 1995. Steve's role includes managing Northcott's IT team, in addition to integrating new technologies to enhance the growth of Northcott.



**RAY WINFIELD**, Cert IV Frontline Management

### **Facilities Services Manager**

Ray joined Northcott in 2011. He oversees the dedicated Facilities Management team and is responsible for the strategic management of the Northcott property portfolio and its assets.



**TRACEY GLEESON**, B Ed (Disabilities) Diploma in Management

**General Manager, Client Services**

Tracey commenced with Northcott in 2010 and is responsible for the overall operations of client programs. Tracey has been working in the disability sector for 19 years.



**LIZ FORSYTH**, BA (Hons), B Soc Work (Hons)

**Manager, Sector and Business Development**

Liz started at the Coffs Harbour office in 2008 as Area Manager. She is now responsible for Northcott's engagement in social policy and developments in the sector, including managing involvement in the National Disability Insurance Scheme campaign.



**REBECCA RODWELL**, B App Sci Disability Studies, Diploma in Business (Frontline Management)

**Manager, Service Development and Government Relations**

Rebecca began working at Northcott in 2004 as the Manager of Respite Services. Later, she took on the Manager, Service Development and Government Relations role and is now responsible for driving organisational growth.



**PENNY STANLEY**, BSc (Econ) PhD

**Acting Manager, Fundraising**

Penny has been working in the not-for-profit sector for 20 years and joined Northcott in 2011 as Partnerships Manager in the Fundraising Department. Penny is responsible for building relationships and liaising with our Corporate Partners and individual Top Donors. She is currently Acting Manager of Fundraising.



**TEREZA CULINA**, B Comms (Public Relations)

**Manager, Marketing, Communications and Media**

Tereza commenced at Northcott in 2006 as Marketing Assistant, and subsequently as Communications Officer. She now manages the Marketing, Communications and Media team, overseeing all aspects of branding, advertising, media, and external communications.



**MIKE SALINOS**, B Sc Ind Soc (Hons), Lon, Grad Dip (HR Mgt)

**General Manager, Human Resources**

Mike commenced in July 2003. He is accountable for the HR function, which also includes Northcott's volunteer program. Additionally, Mike is responsible for Northcott's Jobmatch, Computer Assistive Technology Services (CATS) and Northcott Early Childhood Autism Service (NECAS).



**ANITA FISHER**, B Soc Work, Diploma in Business (Frontline Management)

**Senior Manager, Metro North**

Anita commenced at Northcott as a Social Worker with the Adult Outreach Team in 1995. She is now responsible for overseeing service development for programs operating in the Sydney Metropolitan North region.



**WENDY HALL**, RN BHSc (Nursing), MHSc (Nursing), Diploma in Business (Frontline Management)

**Senior Manager, Metro South**

Wendy commenced at Northcott in 2003 as the Clinical Nurse Consultant with the Paediatric Spinal Outreach Service and was subsequently appointed as Team Leader. Wendy is now responsible for the Metropolitan South region.



**LIZ HOPKINS**, BA Hon (Politics), MA (Social Work), Grad Cert (Counselling), MM (Community Management)

**Manager, Planning and Development Unit**

Liz commenced at Northcott in 2008 as a Program Manager. She is now responsible for Northcott's transition to a person centred organisation as well as Northcott's research initiatives.



**RACHEL PARKER**, B Le St, Diploma in Business (Frontline Management)

**Senior Manager, Regional and Statewide Programs**

Rachel commenced with Northcott in 1999 in the Post School Options Program at Roselands. Rachel currently oversees a broad range of regional and statewide programs.



**ANTHONY PASCALE**, Diploma in Business Management

**Business Manager, Jobmatch and Northcott Early Childhood Autism Service**

Anthony joined Northcott in 2009. He has held senior management positions at one of Australia's largest utilities and worked in the commercial sector developing business opportunities across Eastern Australia.

# Our Staff

Northcott Disability Services employs 530 staff across its 14 offices in New South Wales, with the majority of employees working in allied health and support roles.

Aligning with our mission to build an inclusive society, the organisation is an Equal Employment Opportunities advocate and seeks to employ people with a disability, where possible.

Northcott's policies and procedures have been reviewed to ensure compliance with the Fair Work Australia Act. In particular, our performance management system, recruitment, grievance and disciplinary policies have been fully revised.

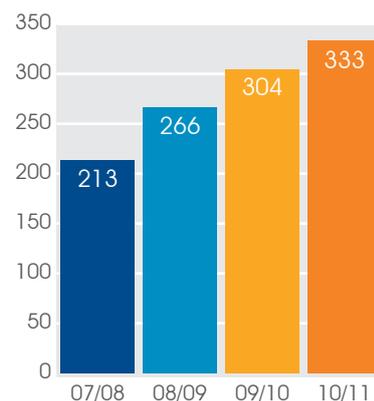
## OUR WORKPLACE PROFILE

During 2010/11, Northcott employed 333 Full Time Equivalents, compared with 304 in 2009/10.

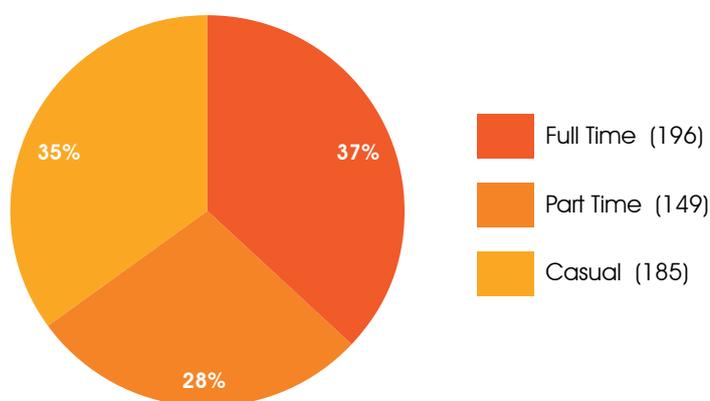
Northcott's workforce is predominantly female (80%), with the majority employed in part time and casual positions. Both men and women are appointed in senior positions, with two-thirds of Tier 2 and Tier 3 Senior Manager roles held by women.

A substantial number of our 530 employees are part timers. We currently employ 149 part time staff, illustrating our support of a family friendly workplace.

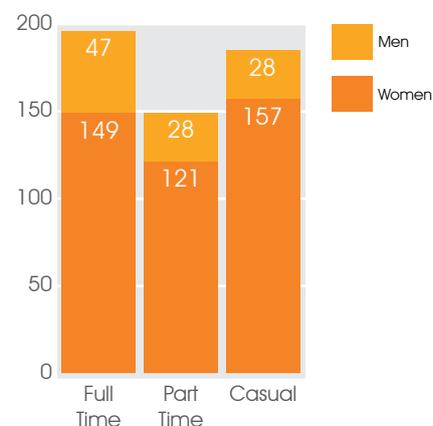
Full Time Equivalents



Employment Type



Employment Type by Gender



## Gender Composition of Employees

CATEGORY	WOMEN	MEN	TOTAL STAFF
Manager Tier 1	1	0	1
Manager Tier 2	4	2	6
Manager Tier 3	10	5	15
Professionals	53	5	58
Paraprofessionals	64	18	82
Trades	0	7	7
Clerk	49	22	71
Service/Sales	246	44	290
<b>Total</b>	<b>427</b> <b>(80%)</b>	<b>103</b> <b>(20%)</b>	<b>530</b>

## TRAINING

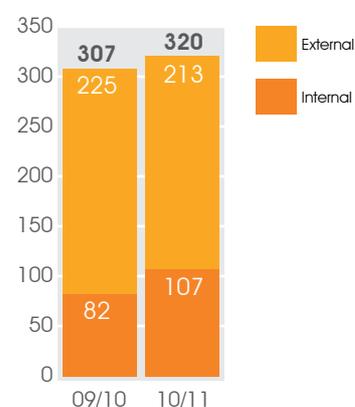
Northcott is committed to providing a nurturing and supportive working environment with the opportunity for staff to learn from each other and participate in training and development activities. Each year, a comprehensive internal and external training program is offered covering topics including safety, compliance, personal and professional development, person centred approaches and management skills.

During 2010/11, 107 internal training sessions were held with 1,087 staff attending, in comparison to 82 sessions for 915 participants in 2009/10.

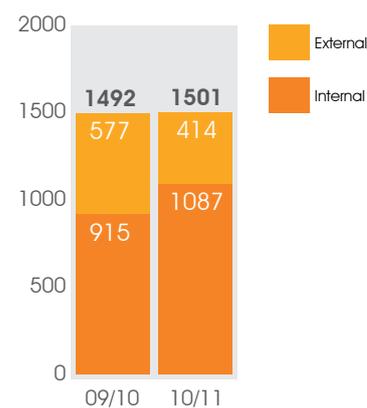
In addition, 213 external training sessions were offered, with 414 attendees, compared with 225 sessions in 2009/10 attended by 577 staff members.

Integral to our staff development program, we have offered all middle managers the opportunity to complete a Diploma of Management. Currently, 20 managers are completing the qualification, which is being run 'in-house' with external providers.

## Training Sessions



## Participants



## PERSON CENTRED APPROACH

Northcott supports the implementation of person centred approaches in the planning and delivery of services it provides.

Our staff are encouraged to promote person centred thinking in their daily work.

During 2010/11 the Planning Development Unit (PDU) played a key role in implementing person centred approaches throughout Northcott. This initiative gives people with disabilities greater choice and control over their service planning and delivery decisions, shifting the decision-making from service providers to clients and their families and carers.

Staff are encouraged to adopt person centredness in their daily work to give clients and their families greater choice and control.

Led by the PDU, a number of initiatives were introduced to enhance and progress adoption of person centred approaches across the organisation. A key initiative was to invest in 'Person Centred Champions' to share knowledge and encourage person centredness with their peers. Thirty-five staff and clients completed training, group mentoring and individual supervision to acquire skills and knowledge in person centred approach initiatives and tools.



---

**“Completing the person centred training has had a significant impact not only on how I work but on the very heart of my role as a Coordinator. It has been a huge shift in thinking and a challenge to embrace. Person centredness is not a box you can tick off a ‘to do’ list. It is an ongoing journey.”**

---

Sarah Pearce is the Coordinator of Northcott’s Community Participation Program in Parramatta and one of the Staff Person Centred Champions trained at Northcott. A significant moment on her person centred journey was the creation of the group’s PATH, a person centred planning tool. Using PATH, client and staff collaboration has been the driving force behind the direction of the program for the coming year.

# Occupational Health and Safety

Northcott Disability Services is dedicated to providing a safe and healthy working environment in accordance with the Occupational Health and Safety Act (2000) and Occupational Health and Safety Regulation (2001).

The organisation displays a strong commitment to the fundamentals of Occupational Health and Safety (OH&S), whilst working to implement a range of safety awareness initiatives for both staff and clients.

Hazard identification and risk control are key elements in Northcott's approach to workplace safety, and early intervention remains a pivotal step in obtaining sustainable injury management and return-to-work objectives.

In 2010/2011, Northcott experienced significant reductions in major OH&S statistical indicators. Although staff worked more hours than previous years across more programs and services, the downward trend in the number of lost time injuries and the number of days lost as a result of workplace injuries continued.

The role of consultation continues to take place on a formal and informal basis. Structured OH&S committees, representing regional and metropolitan areas, remain a primary means by which matters pertaining to the health, safety and wellbeing of all persons in the workplace are discussed.

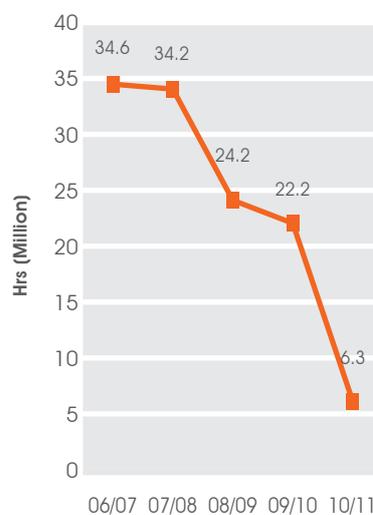
## In Brief:

- The total number of reported incidents decreased from 76 in 2009/10 to 30 in 2010/11. Reported incidents include lost time injuries, minor injuries and injuries requiring medical intervention or first aid.
- The total number of lost time injuries decreased by 50% - from eight in 2009/10 to four in 2010/11.

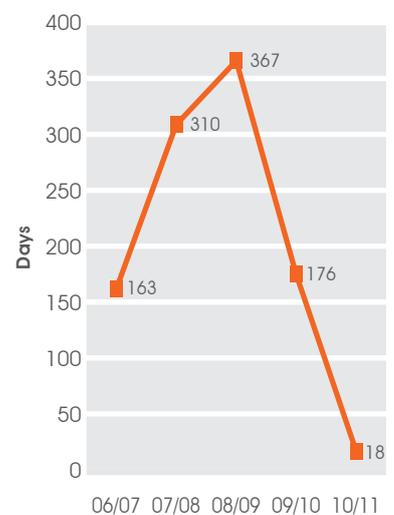
- The lost time injury frequency rate fell from 22.17 in 2009/10 to 6.26 in 2010/11.
- The total number of working days lost as a result of a workplace injury fell from 176 in 2009/10 to 18 in 2010/11, representing a reduction of 89%.
- 47% of all injuries were as a result of strain, a reflection of the high volume of manual handling involved in direct care work.

## Lost Time Injury Frequency Rate (LTIFR)

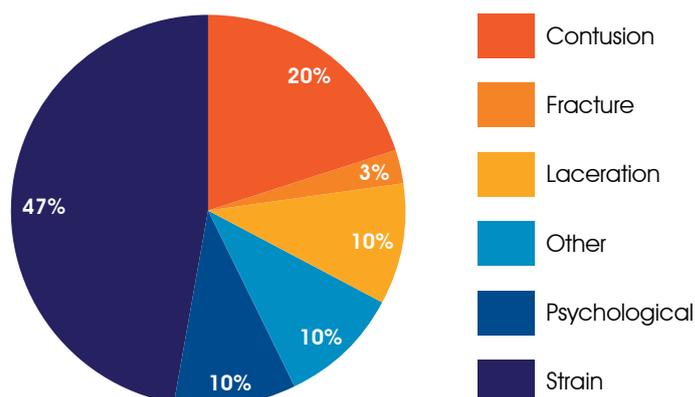
LTIFR is measured as the number of lost time injuries per million hours worked



## Total Days Lost As a Result of a Workplace Injury Per Year



## Nature of Injury (2010/11)



# Our Feedback Mechanisms

Northcott Disability Services strongly believes that client and stakeholder feedback including complaints, suggestions and compliments are crucial to effective service delivery and the ongoing learning and development of the organisation.

A complaints and suggestions register is maintained to record all formal feedback received across Northcott's different programs and regions. Feedback is also regularly sought through surveys, service reviews and by encouraging informal feedback from program participants.

To ensure an effective complaints resolution system, Northcott has implemented a Complaints Review Committee.

The Committee:

- oversees Northcott's response to complaints;
- identifies trends that might indicate a problem at an organisational level; and
- ensures appropriate follow-up and procedures are followed for all complaints.

Northcott's Complaints Review Committee comprises:

- Three consumer representatives
- Chief Executive Officer
- Chief Operating Officer
- General Manager, Client Services
- Quality Manager.

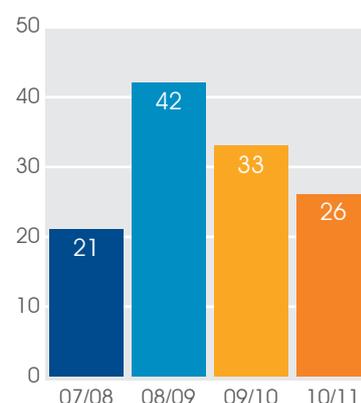
The Committee meets at least twice a year to consider the nature and frequency of complaints received by Northcott and to monitor Northcott's handling of complaints. For all complaints, all reasonable steps are taken to resolve issues, guided by a policy and complaints resolution system.

Where appropriate, feedback received from a complaint may lead to improvements in organisational policies and practices.

## Complaints in 2010/11

Complaints to Northcott during 2010/2011 covered issues including organisation/service decisions; staff; policy and procedures and access and equipment. Feedback concerning staff issues and organisation/service decision-making were most common.

## Number of Complaints



# Corporate Social Responsibility

## Helping Our Sector

Northcott Disability Services is proud to support other organisations that provide services to people with a disability living in New South Wales (NSW).

Drawing on the long and friendly association between Northcott and the Post-Polio Network (NSW), a Memorandum of Understanding (MoU) was signed in November 2009 to formalise the relationship that has existed for many years.

The Post-Polio Network, formed in 1989, provides support to polio survivors and people who may be experiencing its late effects now or in the future. It is a self-help, self-funded membership-based organisation managed by volunteers.

Under the MoU, Northcott provides a designated, equipped modern office for the Post-Polio Network at nil rent in its central office in Parramatta, with access to meeting rooms and staff amenities as required. In addition, Northcott provides some administrative assistance with respect to employment of the Network's part-time staff and assistance with the cost of production and distribution of Network publications. Each year Post-Polio Network members have access to the Northcott Auditorium for a one-day seminar.

Northcott also provides similar in-kind support and assistance to the Amputee Association of NSW which is also housed in office space on the ground floor of Northcott's central office in Parramatta. This not-for-profit organisation is run by

volunteers and provides information about support and assistance for amputees living in NSW.

## Environmental Performance

Northcott is committed to pursuing ecologically sound practices by implementing measures to help prevent and minimise the environmental impacts of Northcott's operations and services and reduce the organisation's carbon footprint.

Environmental impact is a consideration in all construction projects, with Northcott dedicated to ensuring all future properties are renovated or constructed as environmentally-friendly as economically achievable.

During 2010/11, the following environmental initiatives were undertaken:

Northcott's car policy was revised, with the salary packaging model being heavily weighted towards economical vehicles with a high government green star rating. The net effect is that almost all Managers previously driving SUVs have now taken smaller vehicles, thus reducing Northcott's fleet impact.

While Northcott's pool fleet predominantly comprises the economical Toyota Corolla, diesel vehicles were added to the fleet, along with LPG vehicles, in order to gain benefits from using alternative fuels.

Northcott's two new residential homes under construction in Wagga Wagga and Newcastle as part of the NSW Government's

Younger People In Residential Aged Care Program (YRIPAC) have been designed to incorporate best practice environmentally-friendly and sustainable measures, where appropriate. Both properties will be constructed beyond the current environment standards as stipulated in the Building Code of Australia.

---

**“NORTHCOTT DISABILITY SERVICES' CONTINUING COMMITMENT TO ASSIST THE POST-POLIO NETWORK IN MANY AREAS IS GREATLY APPRECIATED.”**  
GILLIAN THOMAS,  
POST-POLIO NETWORK.

---

# Research at Northcott

**Northcott Disability Services recognises the importance of building evidence-based practice. To this end, Northcott is committed to developing a research culture within client service delivery.**

This research culture aims to connect Northcott to other service agencies and the university sector by seeking quality research partnerships. It also aims to ensure that our service delivery practice is based upon the best available evidence. Most importantly, the research culture is firmly embedded in Northcott's mission to build an inclusive society.

Driving research and development, Northcott's Planning and Development Unit (PDU) was formed in 2009 to support staff to develop systems and programs that respond to sector innovation, legislative compliance and evidence-based practice. It oversees research initiatives and provides support, guidance and funding to clients and staff undertaking research projects.

## VISITING RESEARCH FELLOW

From November 2010 to March 2011 Northcott was pleased to welcome and host visiting academic Associate Professor of Orthopaedics, Dr. Bonita Sawatzky from the University of British Columbia. Her research focuses on assisting people to use their wheelchairs and other mobility aids more efficiently.

During her secondment, Dr Sawatzky participated in Northcott's 'Skills for Wheelies' training program and was a keynote speaker at the 2011 SpineCare Foundation Conference. As the first research academic to visit Northcott, Dr. Sawatzky also provided valuable input and insights into Northcott's research initiatives through engagement with the Executive Group, PDU and Client Services.

## NORTHCOTT RESEARCH FUND

With a focus on developing a research framework that translates research into practice, the Planning and Development Unit (PDU) introduced new mechanisms for conducting, expanding and coordinating research and research partnerships.

In accordance with guidelines established by the National Health and Medical Research

Council (2007), a two-tiered research governance structure was established comprising the Northcott Research Committee and Quality in Research Standing Committee (QiRSC).

The Northcott Research Committee is an independent committee of research and service delivery experts (chaired by Northcott's CEO) that is responsible for approving and allocating funding through the Northcott Research Fund. Launched in March 2011, the Northcott Research Fund provides funding support for staff and clients wishing to undertake research relevant to Northcott priorities.

New research policies and procedures ensure a transparent and equitable application and selection process for staff and clients wishing to apply for funding through the Northcott Research Fund.



The newly formed QiRSC provides mentoring support to those wishing to undertake research or present information at external conferences. Comprising of Northcott staff and a representative from the Research Committee, QiRSC aims to promote high quality research and presentations, encourage staff and clients to undertake these activities and to ensure quality and consistency in material.

## CURRENT RESEARCH PROJECTS

Funding from Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC) has enabled Northcott to undertake three therapy research projects in collaboration with three universities. The Human Research Ethics Committee at each participating university has granted ethics approval for each project.

### Kung-hah and Guwaala-y School Readiness Project

This project aims to assist and support the development of school readiness skills for Aboriginal children aged 0-8 years in communities in northern New South Wales and Sydney. It also aims to enhance the capacity of Aboriginal families, community members and preschool and school staff to support the children in an ongoing way.

Therapy, education sessions, practical strategies, resources and information services are provided to children and their families in playgrounds, preschools and schools to assist with the transition to school.

The Social Research Policy Centre at The University of New South Wales, in conjunction with Northcott, is evaluating the effectiveness of this model of therapy services.

### Northcott's First Sponsored PhD Student

Jo Ragen, Senior Research Associate, PhD candidate with the Faculty of Health Sciences at Sydney University and former Northcott client is currently completing a PhD. Her research project is called: 'The Risk of Good Intentions: Navigating and negotiating outcomes for people with disability'.

Jo aims to gain an understanding of how people with disability and their family navigate and negotiate advice and advice-giving from health care professionals surrounding their participation in everyday life.

Jo is the first recipient of Northcott's PhD program, aiming to support research that is high quality, ethically sound and relevant to the organisation's practice and strategic priorities.



**"In my studies, I am exploring the lived experience of perceptions of risk; and how others' perceptions can influence and shape the life chances, choices and opportunities for people living with disability. What I have learnt is that the journey from A to B for people living with disability is far from the obvious 'next steps'. Living with disability means many of the next steps are detours - alternate or inaccessible access routes, inflexible systems of support or 'disabling' stereotypes that influence the decisions surrounding the 'detours'."**

Having completed an undergraduate and masters degree, a PhD was the obvious next step for Jo Ragen, Northcott's first PhD scholarship recipient. Motivated by her own experience of disability and working in community, allied health and educational settings, she is completing a PhD titled 'The Risk of Good Intentions', with financial support from Northcott. As a passionate educator, Jo believes in challenging her own perceptions so that she is better able to challenge the perceptions and actions of others.



### Early Intervention Assistive Technology Project

This project is providing a range of assistive technology services to children aged 0-6 years attending six early childhood centres in Sydney and a regional town. The effectiveness of the service provision, training and support is being evaluated by Macquarie University to inform and determine future service delivery for young children.

A Northcott occupational therapist, speech pathologist and early educator are working with the children and centre staff, parents and carers to provide assistive technology to allow the children to participate in activities that they may find difficult, such as communication, using a computer or playing with toys. Northcott staff have introduced communication books and devices, adapted computer equipment and switches for toys or computers. In addition, centre staff and parents are receiving training and support to develop their capacity to include assistive technology within their everyday activities.

### Adult Transition Project

Based in South-West Sydney and regional NSW, this project provides flexible therapy funding and case management support to 20 people aged between 40-65 years with a childhood onset disability who are experiencing a significant change or transition in their life. The participants can use the funding to purchase therapy services (such as occupational therapy, speech therapy,



**“Our research project to investigate how assistive technology can help to provide effective early intervention support and therapy services to children at early childhood centres and preschools is making positive inroads. With our help, staff in the centres are using a range of adapted toys, communication books and devices and computer equipment to improve the children’s ability to complete everyday activities. Bouncing Tigger - activated by a switch - and the communication books are favourites among the kids.”**

Haley Gozzard is the Coordinator of the Early Intervention Assistive Technology Project, which is being undertaken by a multi-disciplinary team from Northcott’s Computer Assistive Technology Services (CATS). The project is one of three Northcott therapy research projects currently funded by ADHC. The findings will be used to enhance future service delivery and best practice across relevant Northcott programs.

psychology, and/or physiotherapy) to assist them to move successfully through their transition.

As part of the project, Northcott and Charles Sturt University (CSU)

are gathering people's stories of their experiences through the transitions in order to understand the range of experiences, challenges and services provided.

Northcott and CSU will evaluate the service provision, information and support provided to the participants to inform future service delivery to this demographic.

## CONFERENCES AND PRESENTATIONS

CONFERENCE	SPEAKER (DEPARTMENT)	PRESENTATION
Australian Rehabilitation and Assistive Technology Association (ARATA), Tasmania, August 2010	Michael Berryman and Nichola Midgley (Computer Assistive Technology Services)	Northcott Early Childhood Assistive Technology Project (article published in Independent Living Centre Journal, Vol 26 No. 4)
Australian Group on Severe Communication Impairment (AGOSCI) Conference, Adelaide, May 2011	Shirley Wong (Community Participation client)	The Start of a Movement (Augmentative and Alternative Communication)
Annual Scientific Meeting of the Australian and New Zealand Spinal Cord Society (ANZSCoS), September 2010	Amy de Paula (Paediatric Spinal Outreach Service, PSOS)	The Manual Wheelchair matrix: Supporting successful, lifelong, independent manual wheelchair use (poster)
Annual Scientific Meeting of the Australian and New Zealand Spinal Cord Society (ANZSCoS), September 2010	Isabel Chapman (SpineCare Foundation)	Dedicated Rehabilitation Programs for Children with Spinal Cord Injury Abroad: Observations and recommendations for Australia (poster)
SpineCare Conference 2011: "Laying the Foundations", March 2011	Amy de Paula (PSOS) and Sue Watson (Early Childhood Support Service)	The Wheelchair skills training matrix: A holistic approach to proficient manual wheelchair skill development (oral)
SpineCare Conference 2011: "Laying the Foundations", March 2011	Amy de Paula (PSOS) and Marieke McPhail (PSOS)	Combining Approaches: The use of physiotherapy and occupational therapy to meet the functional mobility needs of children and adolescents with incomplete quadriplegia (oral)
SpineCare Conference 2011: "Laying the Foundations", March 2011	Laurissa Serratore (PSOS)	Using the right language: Ways of speaking with children about their spinal cord injury (oral)
SpineCare Conference 2011: "Laying the Foundations", March 2011	Nicole Clark (PSOS)	The Kids S.C.I.L.S. (Spinal Cord: Independent Living Skills) for Life Chart (oral)

# Fundraising

## Achievements:

- In 2010/2011, fundraising contributed more than \$2.1 million.
- The Winter Appeal for Early Childhood Support Services raised \$86,000.
- A Regular Giving Program is under development for the coming year.
- Northcott's Annual Cricket Legends Lunch in November 2010 raised over \$97,000.
- As part of Northcott's May Gibbs Licensing agreement, Scholastic Books formed a partnership with Northcott to publish Snugglepot and Cuddlepie board books for retail sale.



Northcott Disability Services relies heavily on the generosity of many individuals, organisations and community groups to continue to provide services to people with disabilities, their families and carers throughout NSW.

As an independent not-for-profit organisation that receives limited government funding, funds raised through corporate partnerships, trust and foundations, donations, appeals, events, bequests and other initiatives make up a vital portion of the organisation's annual income.

## FUNDRAISING REVENUE

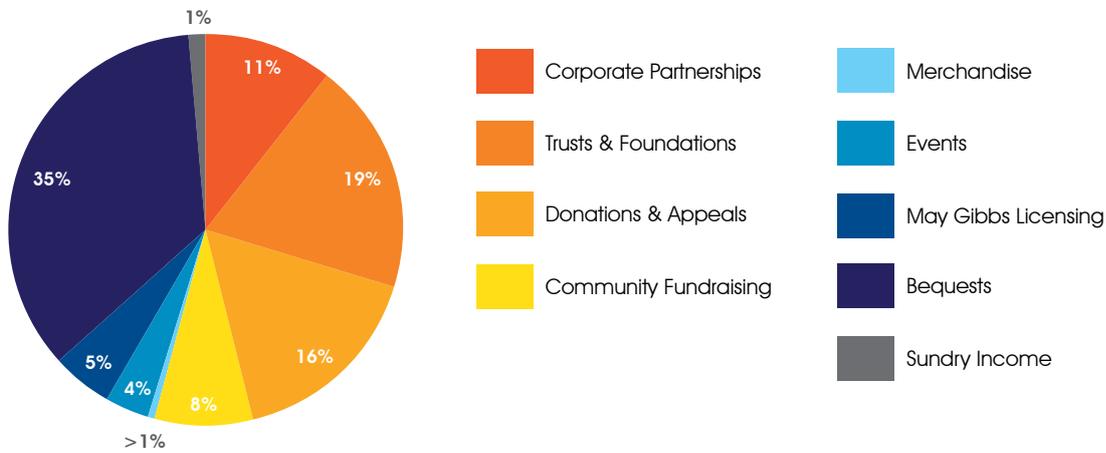
More than \$2.19 million was raised in 2010/2011 through fundraising efforts. Although a decline from \$3.85 million in the previous year, Community Fundraising and May Gibbs Licensing achieved significant increases in income over the 2009/10 and 2010/11 financial years.

While lower than previous years, Bequests continue to generate the greatest amount of revenue. We are grateful to those who choose to remember Northcott in their Will.

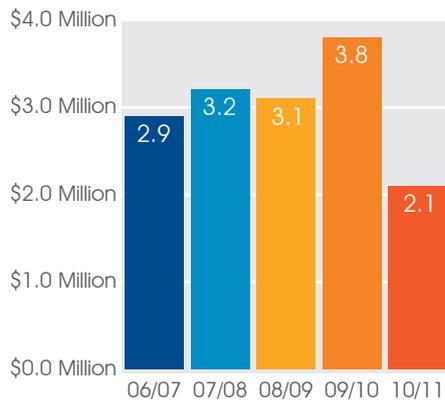
### Fundraising Revenue

YEAR	06/07 (\$'000)	07/08 (\$'000)	08/09 (\$'000)	09/10 (\$'000)	10/11 (\$'000)
Corporate Partnerships	225	301	217	486	234
Trusts & Foundations	177	127	343	487	425
Donations & Appeals	638	514	355	365	359
Community Fundraising	149	226	376	125	182
Sponsorships	28	82	n/a	n/a	n/a
Merchandise	121	130	8	7	2
Events	n/a	140	103	236	78
May Gibbs Licensing	206	130	66	83	107
Sundry Income	-	-	-	-	32
<b>Total excluding Bequests</b>	<b>1,544</b>	<b>1,649</b>	<b>1,468</b>	<b>1,790</b>	<b>1,421</b>
Bequests	1,407	1,629	1,619	2,061	771
<b>Total</b>	<b>2,951</b>	<b>3,278</b>	<b>3,087</b>	<b>3,851</b>	<b>2,192</b>

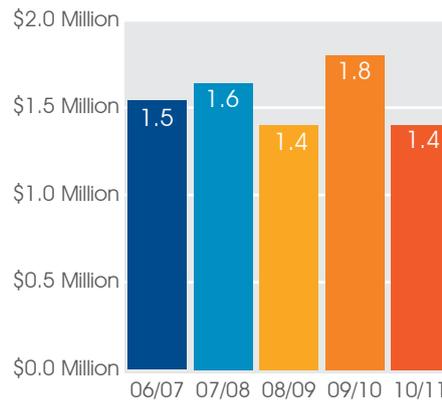
## Fundraising Revenue Breakdown



## Total Fundraising Revenue



## Total Fundraising Revenue, excluding Bequests



## FUTURE DIRECTIONS

This year's Strategic Fundraising Review identified 'regular giving' as an efficient and effective way of achieving long-term and sustainable fundraising revenue for Northcott.

Development is underway to establish a Regular Giving Program where donors give a specific amount on a monthly basis towards Northcott's services.

This program will be launched during the 2011/12 financial year with an emphasis on acquiring new donors through face-to-face fundraising (speaking directly on a one-to-one basis with prospective donors).

A conversion campaign targeting current donors to sign up to regular giving will also be run concurrently.

## 2010/11 APPEALS

Each year, Northcott runs two major fundraising appeals, asking current and new donors to give towards a particular area in need of funding, or where there is limited or no government support.

In 2010/2011, close to \$150,000 was raised through appeals. Thank you to the generous supporters who gave to these appeals.

Summer Appeal

**\$63,544**

Winter Appeal

**\$86,040**

### Summer Appeal – Spinal Cord Injury

The Northcott Summer Appeal in November 2010 raised more than \$63,000 to provide programs and services for young people with acquired spinal cord injuries.

The appeal brought to light the fact that a spinal cord injury can be caused by trauma from a motor vehicle accident, a developmental disorder such as spina bifida, or from disease. Many thanks to those who supported Northcott by donating to this appeal.

### Winter Appeal – Early Childhood Support Services

In June 2011, Northcott's Winter Appeal raised funds to help support parents and families of children with disabilities. Thanks to the generosity of supporters, over \$86,000 was raised from this appeal. The money will enable Northcott to continue providing essential services such as access to hydrotherapy, physiotherapy, occupational therapy, speech therapy, equipment loan pools, social worker visits throughout NSW and give many families crucial support in navigating disability services. Thank you to those who supported the Winter Appeal.

## HOW YOU CAN HELP

Our supporters allow us to be there for families that have a child with a disability. Northcott Disability Services needs your support to continue to provide these much-needed services.

For more information or to donate please phone:

1800 818 286 or visit  
[www.northcott.com.au](http://www.northcott.com.au)



## OTHER CONTRIBUTIONS

### May Gibbs Licensing

May Gibbs, an icon of Australian children's literature and one of the country's most loved artists and authors, continues to support children with disabilities years after her death.

May Gibbs passed away in 1969 and bequeathed 50% of the copyright from the designs of her bush characters, including the Gumnut Babies, Snugglepote and Cuddlepie, to Northcott and the Cerebral Palsy Alliance. More than 40 years later, this special gift continues to contribute significant fundraising revenue to Northcott.

This year, in addition to the sale of May Gibbs (Gumnut babies) branded nappies at Coles, the supermarket also introduced a wide

range of May Gibbs branded baby wipes and toiletries.

In addition, a new partnership with Scholastic Books was formed to publish Snugglepote and Cuddlepie board books for retail in October 2011. Northcott will receive a portion of the royalties from the sale of these products.

### Corporate Donations

Each year, Northcott is the recipient of a number of major gifts from large corporations and their employees. These one-off donations enable much-needed projects or services to be realised. This year Northcott wishes to acknowledge the following organisations:

**BATA** – their generous donation enabled two new purpose-built and fully accessible kitchens to be

installed at the Northcott residential facility at Beverley Park.

**Baxter Healthcare** – their significant donation assisted in renovating Northcott's respite facility in Roselands, including upgrading the kitchen, bathrooms, floor coverings, enclosing the verandah area, installing height adjustable benches and appliances, and painting throughout.

**Energy Australia** – a Workplace Giving program contributed \$13,000 towards the Northcott Paediatric Spinal Outreach Service and spina bifida services.

**Thomas Hare Investments** – a \$10,000 donation enabled the provision of essential Northcott services such as Northcott Equipment Services Clinics throughout NSW.

---

**“We were thrilled that our fundraising efforts were able to help refurbish Northcott's respite house in Dunlop Place, Wagga Wagga. Adding simple furnishings, such as new bean bags, paintings, bed spreads, curtains, rugs and a new kitchen has made it a more homely, fun and positive environment for those who consider it a home away from home.”**

---

Through donations and local fundraising events, Northcott's Wagga Wagga Fundraising Committee raised \$35,000 towards refurbishing the Dunlop Place respite house for clients. The remainder of the funds was provided by Ageing, Disability and Home Care, Department of Family & Community Services NSW (ADHC). Northcott's Wagga Wagga Fundraising Committee was formed 13 years ago by a group of dedicated and committed locals wishing to support the work of Northcott. Funds raised have also gone towards holiday programs, Walk with Me sponsorship and parents and carers weekends away. Marj Nash, Maria Egan, Chris Bolton and Jenny Gorrell are pleased their recent fundraising efforts have been put to such good use in Dunlop Place.

# Our Events

Each year, Northcott Disability Services and its community partners host a number of events to raise funds for vital services and enable projects and new programs to be developed. Northcott is grateful to the individuals and companies who continue to fundraise on behalf of the organisation and to those people who show their support by attending and hosting events.

## Northcott's Women In Sport Breakfast

Proudly sponsored by Sydney Olympic Park Authority, Northcott's Annual Women in Sport Breakfast was held on 4 March 2011 at the Novotel Hotel in Sydney Olympic Park, with more than 150 people attending.

Close to \$6,000 was raised for Northcott's interschool sporting carnivals, which currently receive no government funding. The carnivals provide the opportunity for children with disabilities to compete against their peers in adapted athletics and swimming events.

This year's breakfast was hosted by Felicity Harley, Editor of Women's Health magazine and featured a discussion panel with Australian sporting stars including Louise Sauvage (wheelchair paralympian), Catherine Cox (netball), Alex Blackwell (cricket) and Natalie Porter (basketball). The sportswomen spoke of their achievements and some of the barriers they have overcome to succeed in the world of women's sport.

Northcott client and young sportswoman, Kristy Pond, also shared her achievements in track and field, including her selection for the Paralympic Program that is working towards London 2012.



## Northcott's 15th Annual Cricket Legends Lunch

More than 300 guests joined 20 Australian past and present cricketers at Northcott's 15th Annual Cricket Legends Lunch on 4 November 2010 at Doltone House, Jones Bay Wharf, Pyrmont.

Sponsored by Cricket NSW and Lexmark International (Australia), the event raised over \$97,000 to support children and young adults with a disability who access recreation and leisure services provided by Northcott's Recreation service.



The event was hosted by commentator Jim Maxwell and featured a panel discussion with cricketers including Northcott Ambassador Alex Blackwell, Usman Khawaja, Brett Lee, Geoff Lawson OAM and Barry Knight.

### Walk With Me

The annual Walk With Me event, which was launched in May 2010, was moved to September 2011 and also took place in Parramatta and Dubbo.

Northcott plans to roll out Walk With Me events across its regions, with Tamworth expected to host an event in 2012.

### Northcott's Celebrity Doodle Auction

Over \$8,000 was raised to support people living with spina bifida at Northcott's Celebrity Doodle Auction in September 2010.

Doodles and artworks produced by Australian celebrities and artists including Ken Done, Mike Whitney, Norman Hetherington, Dick Smith, comedian Anh Do, illustrator Rod Clement and actor Tom Oliver went under the hammer in the silent and live auctions held on the night.

Sponsored by KPMG, more than 90 guests attended the event that was also used to launch Spina Bifida Awareness Week 2010, held each year from September 1 – 7.

Dr Cindy Pan, spokesperson for Spina Bifida Awareness Week and Northcott Celebrity Ambassador, hosted the evening with special guest speaker and 2010 Spina Bifida Awareness Week Ambassador, Carlie O'Reilly, sharing her story of living with spina bifida.



---

## NORTHCOTT CONFERENCE AND FUNCTION CENTRE

---

Northcott Conference and Function Centre (NCFC) is a commercial venture of Northcott Disability Services which provides modern, state-of-the-art meeting rooms and conference facilities for hire by businesses, individuals and organisations.

As a specialist in corporate events and private functions, the Facility offers catering, planning services and audio-visual equipment. The Centre's flexible room arrangements allow the facility to run several functions concurrently. All revenue from the NCFC directly funds some of the services Northcott provides.

The Function Centre continues to grow with bookings from both internal and external clients. In particular, external clients are increasingly using the facility outside of normal business hours. This year, clients included the NSW Department of Education and Training, and the Young People in Nursing Homes Alliance.

# Our Volunteers

## At a Glance

- Volunteers come from 19 different cultural backgrounds.
- 13% of volunteers also live with a disability.
- 68% of volunteers are women.
- The average volunteer age is 34.
- 17 volunteers have donated time across the last two financial years.
- Four volunteers have donated hours for more than three years on a regular ongoing basis.
- Volunteers donated over 6,300 hours of service in the 2010/2011 financial year.

The Volunteer Program at Northcott Disability Services commenced in 2008, providing the opportunity for members of the community to give their time and support to programs, departments, events, staff and most importantly, our clients.

Volunteers, ranging in age from 16 to 82, work across 40 locations throughout New South Wales (NSW) to support a range of programs, projects, events or promotions run by Northcott.

Bringing an amazing array of skills and life experiences, volunteers have achieved great milestones in the time that they have supported Northcott's clients, with many recognised for their commitment, dedication and involvement in the ongoing development of new opportunities.

In addition, through volunteering with Northcott, many people who are looking to enter or re-enter the workforce have gained

valuable experience to support them in their career.

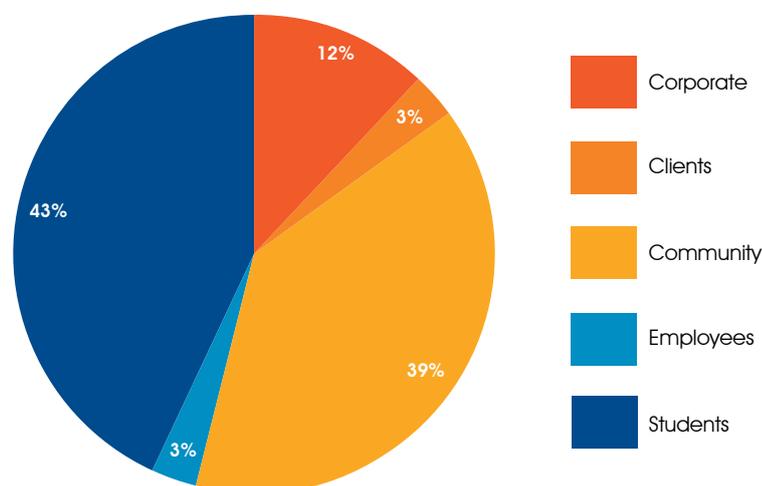
During 2010/2011, 75 volunteers, students and corporate groups donated over 6,300 hours in service to Northcott – an overall growth in recorded hours of 67%.

Two Northcott volunteers were nominated for the NSW Volunteer of the Year Awards, in recognition of their support for the organisation. Several other volunteers were able to gain assistance to their ongoing commitment by applying for fuel cards issued by BP's Talked Stopped Long Ago program for volunteers.

Northcott is grateful for the time and support given by each and every volunteer and recognises this commitment in a range of ways suited to the locations of volunteers and in more program specific ways.

Thank you to all volunteers, whether supporting Northcott at just one event or regularly within a program. Northcott staff and clients appreciate the amazing effort of all those who give so freely of their time.

## Our Volunteers





---

**“I’ve been a Northcott volunteer for 12 months. I particularly enjoy working with the carers from the Aboriginal Carers group at the Yarning Circle, as well as the company of the girls in the office. For the carers, coming to the group has been a really good opportunity to learn about and access new services and form friendships with other carers. I’m carer of my sister who has an intellectual disability so we relate well. We also have outings so everyone can get out and enjoy themselves.”**

---

Lyn Dufficy retired two years ago from a role working in the disability and aged care sector in South West Sydney. Keen to continue to use her skills in carer support, she decided to volunteer her skills and time at Northcott’s Macarthur office. As well as helping with administration and office tasks every Thursday, Lyn is a valued participant in Macarthur’s Family Resource Links Yarning Circle Aboriginal Carers support group, which meets monthly.

# SpineCare Foundation

Founded in 1981, the SpineCare Foundation has been a division of Northcott Disability Services since 2002. It supports education, service provision and research into childhood spinal conditions.

Using funding from NSW Health, the SpineCare Foundation and Northcott operate the NSW Paediatric Spinal Outreach Service (PSOS). The team provides services for children and young people aged 0 - 18 years throughout NSW and the ACT, who have sustained a spinal cord injury through injury or a disease.

## SpineCare Conference 2011

The inaugural SpineCare Conference - "Laying the Foundations" - was held in March 2011 at Doltone House, Jones Bay Wharf, Sydney and deemed a great success. With a focus on innovation and practice in childhood spinal conditions, 174 delegates attended, including medical and allied health professionals, families, key industry representatives and other interested community members.

Four world-renowned, international keynote speakers were joined by national speakers and experts. In addition, award-winning medical journalist Dr Norman Swan presented an entertaining series of Paediatric Spinal Cord Conditions Hypotheticals.

All individuals involved brought their own knowledge, experience and passion for making a difference to those affected by childhood spinal conditions. It was evident there is a strong desire to establish networks within this niche field.

Conference statistics:

- 174 Delegates
- 23 Oral Presenters
- 10 Exhibitors
- 7 Posters
- 7 Directors
- 4 International Keynote Speakers
- 4 Major Sponsors

## Highlights/Achievements

The SpineCare Foundation awarded six tertiary education scholarships to young people who use a wheelchair for mobility.

Approval was given to reinstate a part-time SpineCare Coordinator for the coming year to further drive the missions of the Foundation.

Part of the SpineCare Foundation-funded research project at The Prince of Wales Medical Research Institute into the effects of age, gender, spinal level and loading conditions on spinal injury risk in children was completed.

Outcomes of this work have been presented at scientific meetings and publications are pending.

Funding for the part-time Transition Coordinator within the PSOS continued.

The Board of Directors from the SpineCare Foundation prioritised redesign of the SpineCare website, participation in Spinal Cord Injury Awareness Week and delivery of a consumer-focused event for early 2012.



# Tertiary Scholarships

Northcott Disability Services administers a range of tertiary scholarship opportunities for NSW students with a disability.

Awarded annually, these include the Thomas Hepburn Lennox Scholarship, SpineCare Foundation Scholarship, Gregory and Dolores Farrell Scholarship, and scholarships awarded by a generous benefactor who wishes to remain anonymous. The Gregory and Dolores Farrell Scholarships were set up by the Farrell family in memory of Gregory Farrell, the founding Director of the SpineCare Foundation.

All scholarships assist students with costs associated with undertaking tertiary education. Recipients may use the financial assistance to pay

for transport or purchase textbooks, computer equipment and other resources required to complete their studies.

During 2010/11, 33 students with a disability received Northcott tertiary scholarships, with three recipients choosing to defer their studies until 2012.

Of the 30 scholarship recipients currently studying, 23 are attending University and seven are attending TAFE. Students are undertaking a wide range of degrees and courses, with a high percentage gaining high distinctions, distinctions and credits.

SCHOLARSHIP RECIPIENTS 2010/11	
Thomas Hepburn Lennox Scholarship	19
SpineCare Foundation Scholarship	2
Gregory and Dolores Farrell Scholarship (under the auspices of the SpineCare Foundation)	4
Generous benefactor who wishes to remain anonymous	8
<b>TOTAL</b>	<b>33</b>



“Having a laptop has made a real difference to my study patterns - particularly during the winter months when it was too cold to sit for long periods in my wheelchair. It has meant that I can stay up late studying in the warmth and comfort of my bed. Without the Northcott Tertiary Scholarship I wouldn't have been able to purchase this equipment and would have struggled with completing the requirements of my course.”



Karen Downton, who has spina bifida, is currently studying a Diploma in Human Resources at TAFE and is one of 19 university and TAFE students in 2011 to be supported by a Northcott Thomas Hepburn Lennox Scholarship. Karen chose to use her funds to buy a laptop to assist her study on the go and in more comfortable settings.

# Developments in the Sector

Northcott Disability Services receives significant government funding, with many of its programs and services directly affected by government policy. The organisation is continually building and expanding relationships with Government throughout New South Wales (NSW) and at the Federal level in order to improve service provision and introduce new programs to address client needs. As one of the largest providers of disability services in NSW, Northcott is also active in lobbying for improvements in the disability sector.

## GOVERNMENT FUNDING

In 2010/2011, 81% of Northcott's income was generated from government funding, with 86% coming from the state government.

Following a similar pattern to 2009/2010, the opportunities to tender for new programs and additional funding during the 2010/2011 financial year were limited. This was partially a result of the first phase of the Stronger Together funding cycle finishing in 2010/2011, with the largest proportion of this funding being allocated in 2008/2009.

Northcott was successful in 30% of tenders during the 2010/2011 financial year. The outcome of 15% of tenders remains unknown as a result of the new Liberal Government's decision to review specific funding programs.

## NSW GOVERNMENT CHANGES AND DIRECTIONS

At the end of 2010, the former NSW Labor Government announced the second phase of the Stronger Together initiative, the State Government's 10 year plan to improve disability services. Stronger Together began in 2006 and has contributed to extensive growth for Northcott. The NSW Government has committed \$2.02 billion in funding for the second phase (2011-2016), which received bipartisan support.

Following the election of the new Liberal/National Government, the commitment to Stronger Together Two was reinforced, with person centred service delivery becoming the focus of funding, ensuring individuals have more choice and control over their lives. Prior to finalisation of the funding approach in 2011/2012, the Government will engage in comprehensive consultation with people with a disability, their families and carers, and the sector, to develop a framework for person centred service delivery and determine the most appropriate way to allocate resources. Importantly, the funding does incorporate a commitment to individualised funding arrangements, and by 2014 anyone receiving disability services will have the option of individualised and portable funding arrangements in NSW.

Northcott will continue to refine individualised funding models through existing services such as

the Northcott Early Childhood Autism Service (NECAS), self-directed approaches in respite and day programs, and the introduction of the Better Start program, to ensure the organisation is well prepared to support client access to individualised models in the near future.

## INFLUENCING POLICY

Northcott continues to be an active participant in the public policy process. Making submissions to government is an important way in which the organisation continues to influence government policy and funding in the sector.

In 2010/2011, Northcott prepared the following submissions to parliamentary inquiries and other government reviews on key issues in the sector:

- Review of the Disability Standards for Education 2005
- Inquiry into a national long term disability care and support scheme
- Inquiry into Services Provided or Funded by ADHC
- Inquiry into Education and Training Workforce: Early Childhood Development
- Inquiry into Transition Support for Students with Additional or Complex Needs.

As a result of submissions to government, Northcott was invited to appear as a witness at several parliamentary inquiries.

## NATIONAL DISABILITY INSURANCE SCHEME

Throughout 2010/2011, Northcott was active in the campaign to introduce a National Disability Insurance Scheme (NDIS). Recommended by the Productivity Commission following an inquiry into disability services in Australia, the scheme is a major development in Australia's disability sector.

Sharing the vision that Australia needs an NDIS, the Federal Government has committed to making a start on the work that is needed to get the sector "NDIS ready". On 10 August 2011, the Prime Minister announced that the Federal Government will take the first steps in establishing the scheme. The announcement is a milestone for people with a disability, their carers, and the disability service system in Australia.

An NDIS will revolutionise the way people with a disability, their families and carers are supported. It will provide a lifetime approach to care and support for people with disability, replacing the current arrangements for funding disability services and transforming the way services are funded and delivered. It will ensure people are better supported with greater choice and control.

Northcott became an early supporter of the 'Every Australian Counts' campaign for an NDIS, and took part in a range of campaign activities focusing on gaining community and government support for the NDIS.

Key initiatives included:

- **Staff Sign-Up Day**

On 30 May 2011, Northcott offices throughout NSW held a staff sign-up day to raise awareness of the campaign.

- **Campaign to Commuters**

On 15 June 2011, Northcott staff volunteered to distribute NDIS postcards and flyers to commuters at Parramatta train station. Staff joined volunteers from across the disability sector campaigning in a similar fashion at more than 20 locations across Sydney.

- **Lobbying**

Northcott offices throughout NSW campaigned and lobbied local Federal Members of Parliament and other politicians in order to garner strong support for the scheme.

- **DisabiliTEA**

Northcott joined more than 900 organisations and community groups in Australia to host DisabiliTEA events in its offices on 2 August 2011 to raise awareness about the NDIS.





# Financial Summary



# Board of Directors



**MICHAEL BRIGGS** B Comm ACA  
ACIS MBA (Chairman)

Michael has been a Director since 2003 and was appointed Chairman in 2009. He is a member of the Finance and Properties Committee and is a Partner at Anchorage Capital Partners Pty Ltd. He is Chairman of Acrow Formwork & Scaffolding Pty Ltd and a Director of Tennyson Strategic Solutions Pty Ltd, SCECCS Redland Ltd and Antec Engineering Pty Ltd.



**TONY ABRAHAMS** B Com (Hons)  
LLB MPhil (Econ) MBA MAICD

Tony has been a Director since 2010. He is the Co-founder and CEO of Access Innovation Media (Ai-Media), an organisation that provides media access solutions for people with disability. Tony has a legal and accounting background and is a Rhodes Scholar.



**RICHARD BLAIKLOCK** B Comm  
MBA

Richard has been a Director since 2003. He is a member of the Nomination Committee and is Chairman of the Baresque Australia group of companies.



**DEBRA HEITMANN** B Admin MBA  
FCA FTI FCA

Debra has been a Director since 2009 and is Chair of the Finance and Properties Committee. She is CEO of Hado Investments Pty Ltd, and a Director and Chair of the Finance Committee of the Joint Accreditation System of Australia and New Zealand. She is a member of the Venture Capital Committee of the Innovation Australia Board, Director for Ayers Alliance Holdings Pty Ltd.



**CHRISTOPHER JANSSEN** MB BS  
(Sydney) MBA (IMD)

Christopher has been a Director since 1986 and is a member of the Finance and Properties Committee. He is the Managing Director of GPC Electronics and affiliated companies. He is a Fellow of the Australian Institute of Company Directors (FAICD).



**MICHELLE LAFOREST** B Bus MAICD

Michelle has been a Director since 2007 and is Chair of the Nomination Committee. She is the Managing Director - Asia Pacific of Harlequin Enterprises (Australia) Pty Ltd.



**ANDREW MANSOUR** B Ec LLB (Hons)

Andrew has been a Director since 2010. He is a Partner at international law firm Allens Arthur Robinson and has been involved with Northcott for some years in varying capacities.



**DR ROB SILBERSTEIN** MB BS MHL LLB (Hons) MIP Graduate Diploma (Legal Practice)

Rob has been a Director since 2009. He is the Australian and New Zealand IP Counsel for Alphapharm Pty Ltd. 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

Kerry has been a Director since 2008 when she was appointed Managing Director and Chief Executive Officer of Northcott Disability Services. Kerry also holds directorships at e-Water Ltd, Ability First Australia, Health Services Association, SpineCare Foundation, Cerebral Palsy Australia and 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.



**JOHN SURIAN** BA (Econ) G.DipAppFin (Sec Inst) F Fin.

John has been a Director since 2000 and is a member of the Finance and Properties Committee. He is the Licensee and Principal of Raine & Horne Commercial in Parramatta.



**DR HUGH TAYLOR** MB BS

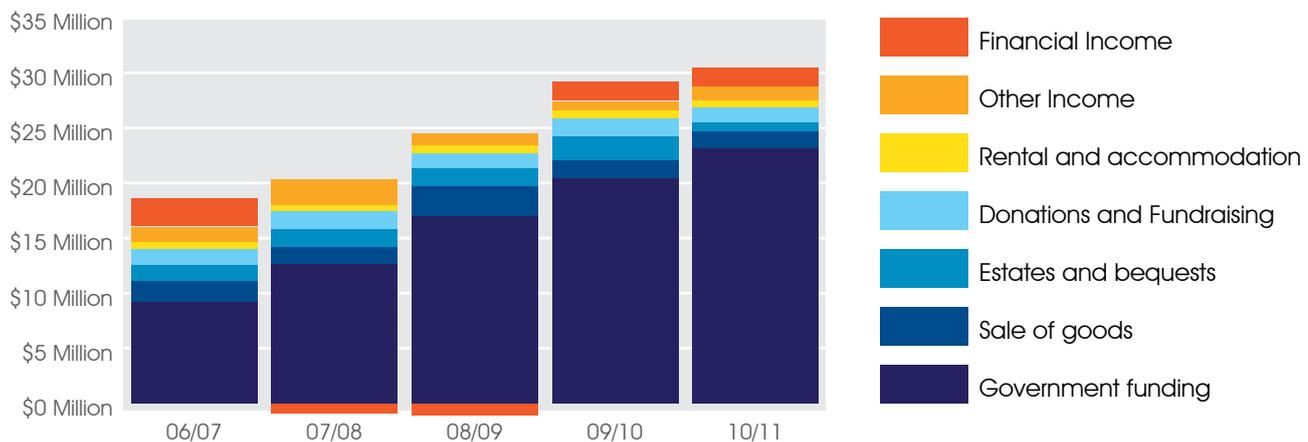
Hugh has been a Director since 1990. He is the Director and Founder of the Taylor Group of Investment Companies and brings medical/surgical training and business experience to Northcott.

# Financial Summary

## Five Year Financial Summary

TOP LINE FINANCIAL COMPARISON	10/11 (\$'000)	09/10 (\$'000)	08/09 (\$'000)	07/08 (\$'000)	06/07 (\$'000)
<b>Income &amp; Expenditure</b>					
Operating Revenue	<b>28,623</b>	27,344	24,500	20,339	16,056
Operating Expenditure	<b>(29,843)</b>	(27,637)	(25,679)	(21,235)	(18,254)
Operating Surplus / (Loss)	<b>(1,220)</b>	(294)	(1,179)	(896)	(2,198)
Financial Income / (Loss)	<b>1,744</b>	1,727	(1,082)	(862)	2,451
Net Surplus / (Loss)	<b>524</b>	1,433	(2,261)	(1,759)	253
<b>Assets &amp; Liabilities</b>					
Total Assets	<b>45,127</b>	45,550	40,536	37,525	36,148
Total Liabilities	<b>18,850</b>	19,755	16,264	10,994	7,750
Total Equity	<b>26,276</b>	25,796	24,272	26,531	28,398
<b>Cash Flows</b>					
Net cash from operating activities	<b>214</b>	4,946	5,528	2,706	1,393
Net cash from investing activities	<b>(1,240)</b>	(6,708)	699	(1,975)	(2,455)
Cash and cash equivalents at 30 June	<b>5,110</b>	6,137	7,899	1,672	940
<b>Ratios</b>					
Total cost of fundraising / Gross income from fundraising	<b>37%</b>	39%	42%	36%	49%
Total cost of services / Total expenditure	<b>72%</b>	72%	67%	64%	62%

## Sources of Income



## Income

Northcott has experienced significant growth over the last five years. Operating revenue has increased from \$16.1m in 2006/07 to \$28.6m in 2010/11 (78% increase):

- Government funding has increased from \$9.2m to \$23.1m (151% increase), predominantly relating to an expansion in Ageing, Disability and Home Care (ADHC) programs; and
- Revenue from Estates and Bequests has decreased from \$1.4m to \$771k (45% decrease).

Financial income has decreased from \$2.5m in 2006/07 to \$1.7m in 2010/11 (29% decrease). Revenue from Donations and Fundraising decreased from \$1.5m to \$1.3m (14% decrease).

## Expenditure

With the increase in funding and activity, expenditure has also increased over the last five years, from \$18.2m to \$29.8m (63% increase):

- Expenditure on Client Programs has increased from \$11.4m to \$21.4m (88% increase), due to the increase in costs associated with expansion of programs.
- Expenditure on Corporate Support has increased from \$4.8m to \$7.1m (48% increase), which is in line with the Company's increase in activity.

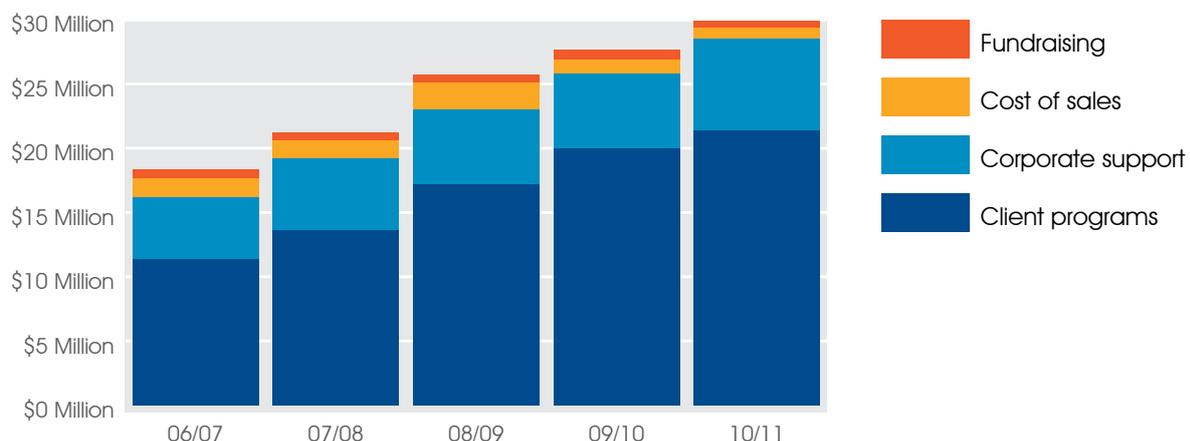
## Assets and liabilities

Over this five year period, net assets have decreased from \$28.4m to \$26.3m:

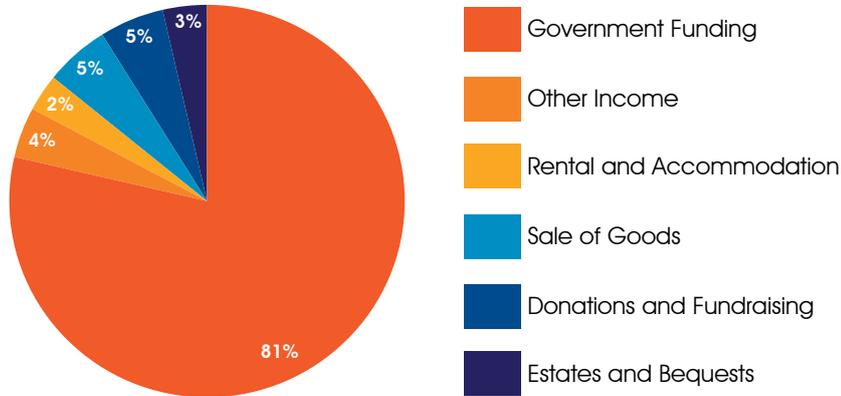
- Liabilities have increased from \$7.8m to \$18.9m due to the higher levels of government funding received in advance; and
- Cash and cash equivalents increased from \$1m to \$5.1m primarily due to the higher level of government funding received in June 2011 for the 2012 financial year.

There has been a significant improvement in cash received from operating activities mainly due to additional government revenue.

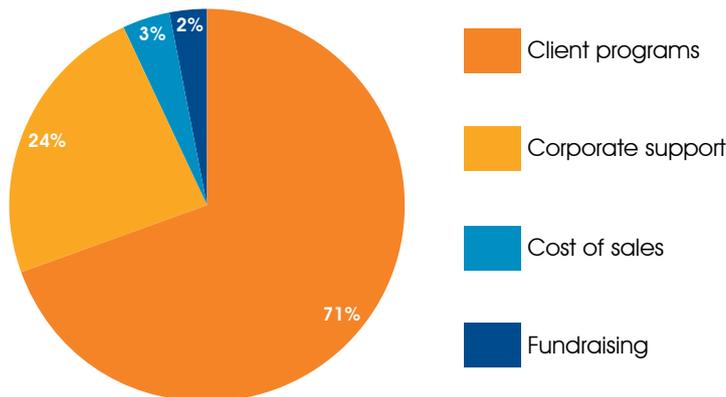
## Uses of Income



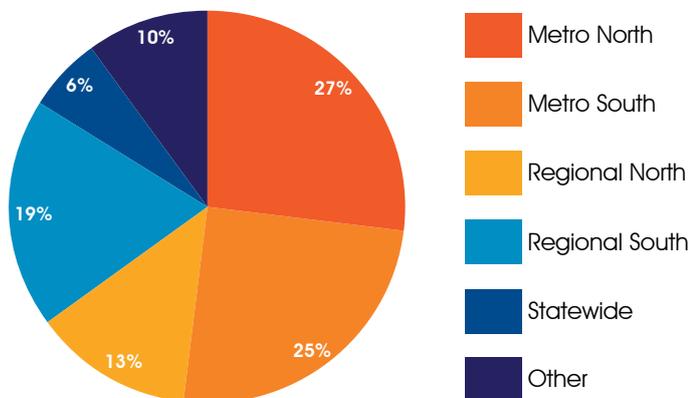
### Where the Money Comes From (2010/2011)



### Where the Money Goes (2010/2011)



### Where the Money is Spent (2010/2011)

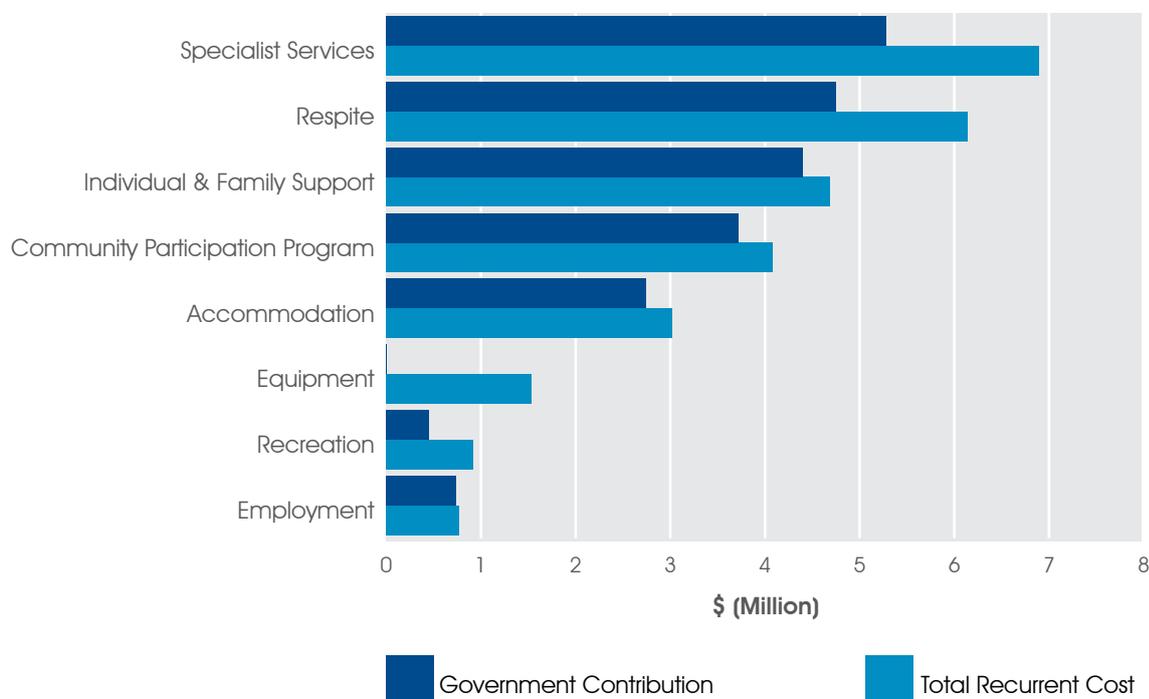


## FINANCIAL STATEMENTS

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 audited Financial Statements which have been audited by KPMG.

This Annual Report and the complete audited financial statements are available on our website under the Publications link. For more information please see [www.northcott.com.au](http://www.northcott.com.au).

## Cost of Service and Funding (2010/2011)



## OUR FINANCIAL SERVICE PROVIDERS

### Auditors

**KPMG**  
10 Shelley Street  
Sydney NSW 2000

### Bankers

**Bendigo Bank**  
140 Norton Street  
Leichardt NSW 2040

### Insurance Brokers

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

### Investment Advisers

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

**The Myer Family Company Ltd**  
Level 29  
9 Castlereagh Street  
Sydney NSW 2000

**Perennial Investment Partners Ltd**  
Level 19  
56 Pitt Street  
Sydney NSW 2000

**Warakirri Asset Management Pty Ltd**  
Level 3  
53 Queen Street  
Melbourne VIC 3000

### Solicitors

**Allens Arthur Robinson**  
Level 28  
Corner Hunter & Phillip Streets  
Sydney NSW 2000

**Coleman & Greig**  
The McNamara Centre  
Level 9  
100 George Street  
Parramatta NSW 2150

# Governance Statement

## The Role of Our Board

Northcott Disability Services is governed by a Board of Directors appointed by the members of Northcott. The role of the Board is outlined in the Constitution of the Northcott Society, which was last reviewed and updated by members on 16 November 2000. The Board has ultimate responsibility for The Society's direction and performance; approval of the annual budget and financial plan; monitoring financial performance, including approval of the financial reports and liaison with the Society's auditors; assessment of the performance of the Chief Executive Officer; monitoring managerial performance; ensuring significant risks facing Northcott have been identified and appropriate controls put in place; and reporting to members, stakeholders and regulatory authorities.

The Board consists of between five and 12 non-Executive Directors. The Chief Executive Officer may be appointed as Managing Director by the Board, creating an additional director role, giving a maximum of 13 positions. Non-executive directors are not remunerated.

The Northcott Board are a skills-based Board and Directors are chosen on the basis of their ability to assist in furthering the objectives of the society, which are:

- To provide opportunities for and assist people with disabilities to attain equal rights and self-determination;

- To work with, and on behalf of, people with disabilities and their families to achieve these goals; and
- To do all other lawful things as are incidental or conducive to the attainment of those objects or any of them or which may be calculated to advance directly or indirectly the interests of the company.

Each Director may serve for a maximum three year term, and then must retire. They may apply for re-election. At each Annual General Meeting one-third of the Board must stand for re-election.

## The Processes of Our Board

The Board meets a minimum of seven times per year. The Board meets with members and stakeholders at the Annual General Meeting, where the Chairman gives a report to all. The Board also meets with staff at its December meeting.

## Our Board Committees and Their Functions

There are two formal Board committees: the Finance and Properties Committee and the Nomination Committee. Each Board committee has a Terms of Reference, which has been endorsed by the Board, and 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.

## The Composition of Our Board

The names and details of the Directors of Northcott are set out in page 84-85 of this Report. The majority of Directors have a long term 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 which 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, and a performance review is conducted by the Chairman 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 Members are Recruited

The Nomination Committee of the Board has developed a position description for Directors, which is used to select suitable candidates for the Board. Candidates are interviewed by members of the Nomination Committee, which then makes recommendations to the whole Board.

## Our Approach to 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/inaction. Directors must also adopt and follow sound business policies and practices:

The Board has undertaken a review of itself and individual Directors, using external consultants, to ensure that the best team of Directors is available to assist Northcott.

Northcott has long standing relationships with corporate partners to ensure that it remains aware of its legislative and regulatory responsibilities. The Senior 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 wider not-for-profit fields.

## Monitoring, Review and Continuous Improvement

Along with Northcott's Board of Directors, the Senior Executive Team, including the Quality Manager, has ongoing responsibility for ensuring Northcott's accountability to all stakeholders. Accountability is maintained through compliance with legislative requirements and internal and external quality processes.

Northcott's internal systems and procedures are continuously monitored, reviewed and improved through a number of channels, including internal committees.

## Northcott's Internal Committees

Northcott values the quality of consultation in determining strategic decisions that affect the organisation as a whole.

Internal committees have been established to foster consistent and systematic operational management. A set of delegations places the accountability limits for all levels of management within Northcott.

Several of these committees report to a subcommittee of the Board, or directly to the Chief Executive Officer and Chief Operating Officer.

Established Committees:

- Budget Review Committee
- Information Technology Steering Committee
- Learning and Development Committee
- Policy and Procedure Review Committee
- Risk Management Committee
- Strategic Properties Committee
- Website Review Committee



# Thank You

## AMBASSADORS

### Celebrity Ambassadors

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

### Client Ambassadors

Diana Jelovic  
Ben Keyte

## AUXILIARIES/ FUNDRAISING GROUPS

Engadine Auxiliary  
58 years  
President: Hilary  
Missingham

Manilla  
Fundraising Group  
8 years  
President: Cheryl Perry

St Mary's Auxiliary  
45 years  
President: Vera Mills

Tamworth  
Fundraising Group  
36 years  
President: Heather  
Constable

Wagga Wagga  
Fundraising Committee  
13 years  
President: Anne  
Larcombe

## BEQUESTS

Maureen Dawn Alderson  
Leon Beltz  
Ray Leslie Wright  
Blencowe  
Ella Kate Boyd  
Barry Raymond Bristow  
Henry Lloyd Brown  
Hilda Alice Cater  
Charitable Trust Fund  
Stanley Bennett Collins  
Lionel E F Dege  
K & G Gluck Trust  
Ina Maude Goulding  
Nellie Hancock  
Harry L Howden  
Charitable Trust  
Nada P Jack  
Raymond Victor Johnston  
June Alison King  
Edith Louise Laube  
Kenneth Edwin Locker  
Mona Isobel Paul  
Mary Janette Pearce  
Ruth Graham Robertson  
Edith Roche  
Ronald Lester Seach  
Lorna Gladys Somerville  
Doris Barbara Sutton  
Stella Eloise Wylie

## CLUBS

### Gold

Parramatta Leagues Club  
St George Leagues Club  
Ltd.

### Silver

Canterbury Bulldogs  
Leagues Club  
Riverina Australian  
Football Club Limited  
Smithfield RSL

### Bronze

Asquith Rugby League  
Club  
Auburn RSL Club Co-Op  
Ltd  
Dee Why RSL Club Ltd  
Grafton District Services  
Club Limited  
Hornsby RSL Club Ltd  
Illawarra Catholic Club  
Limited  
Moree & District Services  
Club Ltd  
Ryde Ex-Services Club  
West Dubbo Bowling  
Club  
West Pennant Hills Sports  
Club Ltd  
Western Suburbs Leagues  
Club Limited

## EVENT SPONSORS

Anchorage Capital  
Partners Pty Ltd  
Atlantic Plumbing Service  
Australia Post  
Baresque Australia  
BATA  
Bayer Australia  
BBC Digital  
C.R. Kennedy  
Clayton Utz  
CPR Communications &  
Public Relations  
Cricket NSW  
Hasselblad Australia  
Interarch / Warren Smith  
& Partners  
KPMG  
Lexmark International  
(Australia) Pty Ltd  
Lifetrack Financial  
Services  
Momento  
Pacific Road Capital  
Parramatta City Council  
Platinum Travel  
Corporation  
Raine & Horne  
Parramatta  
Robert Stein Vineyard &  
Winery  
Sydney Olympic Park  
Authority  
True Blue Collectables  
Udesign Photo Tours,  
World Expeditions &  
Lexar Media Pty Ltd  
Western Earthmoving Pty  
Ltd  
Xceed Photography

## INDIVIDUALS

### Platinum

Robert Albert  
Richard Blaiklock  
Michael Briggs  
Ann Coventry  
Pieter Huveneers  
Patricia Lee  
Pam Mumford  
Paul & Karen Okkerse  
P Tang

### Gold

Paul Espie  
Geoff Grimish  
W M Loewenthal  
Roco P Mangano  
Karan Perkins

### Silver

Chris Bates  
Jessica Beecham  
David Clarke  
Denis Cleary AM  
Barry Davies  
Graeme Dennis  
Ian Douglas  
Wallis Fletcher  
Bill & Alison Hayward  
Shelley Jiang  
Tony & Jill McGrath  
John Nolan  
Raymond Preston  
David Ross  
John & Margaret Sachs  
Sophie Rothery  
John Surian

### Bronze

Lenore Adamson  
Antoinette Albert  
D B Armstrong  
Peter Astbury  
Paul Attewell  
James Baillie  
Michelle Baker  
Margaret Barnes  
Arthur Bayley  
A M & Wendy Beresford  
Vivian Berner  
JJ Blaiklock  
Robert & Robin Bradfield  
Margaret Brewer  
Sheila Brown  
Joan Bryan  
John & Sue Bykerk  
Brian Byles  
M Cahill  
John Cameron  
C Campbell  
Rosemary Campbell  
Susan Campbell  
Doreen Carter  
Elizabeth Christison  
K Coles  
Nemer Daher  
J De Montemas  
Bruce Downie  
James Doyle  
Barry Dunne  
Dianne Durrant  
Gary Evans  
Priscilla Eve  
Brad Faint  
John Field

Elizabeth Fletcher  
Shirley Forrest  
Bob Fyfe  
Glann Gardner  
Patricia Geidans  
Ross Grainger  
Robin Greenop  
Joseph Habib  
Betty Hanson  
Fred & Eva Harris  
J Herstik  
M Hill  
Helen Hudson  
Roslyn Jack  
A Jarrett  
Greg & Gail Johnson  
P A Kearney  
Heidi Key  
Michelle Laforest  
John Lanser  
Patricia Lawson  
Margaret Lederman  
William Locke  
Meryl Macarthur  
Aino Mackie  
Annette Maurits  
G McAuslan  
D McKay  
Robert McNally  
Julie Miller  
Pri ose Moss  
S Muller  
Elizabeth Nash  
Sally Peacock  
John Phillips  
P Pittorino  
Elson Pow

Willim Pratt  
David Pring  
H Raadgever  
Walter Ragg  
Graham Read  
Ken & Janelle Reckless  
W Redfearn  
Phil Reid  
Margaret Ellen Reid  
Rob & Julie Rushton  
Richard Seton  
WG Shailer  
Alex Shepherd  
S & S Sheridan  
Jann Skinner  
Rex Smart  
Martin Smyrk  
P T Southwell-Keely  
Pierre St. Just Malherbe  
Geoffrey Stewart  
George Tattis  
Catherine Turner  
Len Van Vloten  
Agnes Wansey  
Lee Ward  
Geoff Wood  
E Wrighter

## ORGANISATIONS

### Platinum

Allens Arthur Robinson

ASX - Reuters Charity Foundation

British American Tobacco Australia (Corporate & Regulatory Affairs)

GHD

Westfield Group (Community Program, Burwood, Hornsby)

### Gold

Baxter Healthcare Pty Ltd

Energy Australia

Nestlé

Thomas Hare Investments

### Silver

Bruce W Stephens & Associates

Radio Marathon

Rellim Holdings Pty Ltd

Sydney Water

### Bronze

Eastern United Pty Ltd t/as

All Tools N.S.W

Exec Estate Pty Ltd

Francis Maurice Design

Investec Australia

Westfield Auto Body Repairs

## PAYROLL GIVING

Allens Arthur Robinson

Anzpac Services

British American Tobacco Australia

Charities Aid Foundation

Northcott Disability Services

Mallesons Stephens Jaques

University of Western Sydney

Veolia Transport NSW Pty Ltd

## TRUSTS AND FOUNDATIONS

### Platinum

Philandron Foundation

Profield Foundation

The Raymond E Purves Foundation

### Gold

Fred P Archer Charitable Trust

The Bluesand Foundation

Thyne Reid Foundation

### Silver

Hildanna Foundation

Liangrove Foundation Pty Ltd

Maple-Brown Family Charitable Foundation Ltd

The James N Kirby Foundation

Woodend Pty Ltd

### Bronze

ANZ Staff Foundation

Bruce & Joy Reid Foundation

Mary & Michael Whelan Trust

The Bill & Patricia Ritchie Foundation

The Broinowski Foundation

The Danks Trust

The J.L. Manches Memorial Trust

The O'Neill Foundation Inc.

The R A Gale Foundation

The Walter & Eliza Hall Trust

---

## IN MEMORY OF

---

Northcott remembers the following auxiliary members and supporters who passed away in the last financial year:

- Dianne Cody
- June Hlina
- Wendy Ives
- Pam Mudford
- Russell Nash
- Flo Price
- Pat Singh



---

“Pam [was] a woman of enormous dignity and integrity. She was a reserved person and not one who asked for great personal recognition. She demonstrated true charity in the way she lived her life, with a generosity of spirit that is rare.”

---

## **NORTHCOTT FRIEND, VOLUNTEER AND BENEFACTOR**

During 2011, the staff at Northcott Disability Services were saddened by the loss of Pam Mudford, a special friend to the organisation.

A friend, colleague, volunteer and benefactor to Northcott, Pam was associated with the organisation for more than 10 years, beginning as a volunteer recruited by the Fundraising Team.

Together with her friend Tom, Pam gave her time and energy

to many different tasks and activities including assisting in the Library, Computer Assistive Technology Services, Human Resources and Fundraising Departments.

Pam is also remembered for her overwhelming generosity as a benefactor to Northcott's clients. To assist young people in their tertiary studies, Pam established the Thomas Hepburn Lennox Trust

to provide financial assistance to students with a disability completing tertiary education. She also gave regularly to Northcott programs and the organisation is indebted to her recent gift of property to Northcott.

The Board and staff of Northcott are grateful for the generosity and dedication of Pam. Her many gifts and support to the organisation and our clients will not be forgotten.





...building an inclusive society

1800 818 286  
www.northcott.com.au



This annual report is printed on Sovereign Offset, proudly manufactured with pulp sourced only from responsibly managed forests and is ISO 14001 Environmental Management System accredited.