

Northcott Disability Services

**Annual Report  
2011/2012**



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**Purpose of this report:** This report provides a record of the activities and achievements of Northcott Disability Services during the 2011/12 financial year. In addition to operational highlights, it includes a summary of the organisation's financial performance.

**Target Audience:** This report is written for Northcott's many and varied stakeholders who are based throughout New South Wales and the ACT. It provides information for existing and potential clients and their families, our staff, current and prospective donors, volunteers, community partners, government agencies and local businesses. It is designed to be read by people already involved with the organisation and others interested in accessing services available in their local government area or working/contributing to Northcott in some capacity.

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: 87 302 064 152 ACN: 000 022 971

# 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

We respectfully acknowledge the past and present traditional owners of New South Wales and the ACT and pay our respects to the leaders of the traditional custodians of these lands.

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

## OUR MEMBERSHIPS

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

Northcott publicly endorses the *Every Australian Counts* campaign for a National Disability Insurance Scheme.



# Our Patron and Ambassadors

Thank you to Her Excellency Professor Marie Bashir AC CVO and to 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 for Northcott 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.



## 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 Captain

### Dr Cindy Pan

Medical Practitioner, writer and media spokesperson

### Joel Reddy

NRL football player

### Peter Wynn

Former Parramatta Eels football player

## OUR 2012 CLIENT AMBASSADORS

**"I know that if Northcott was not part of my life, the things I've achieved probably would not have happened."**



### Peter Dalrymple

**"I know that if Northcott was not part of my life, the things I've achieved probably would not have happened."**

Twenty-one year old Peter Dalrymple lives with Duchenne Muscular Dystrophy, but has not let the degenerative condition become a barrier to achieving his dreams. A keen sportsman, Peter has represented Australia in powerchair football and at the Electric Wheelchair Hockey World Championships. He is also studying Information Technology and attends Northcott's Community Participation Program in Parramatta.

**“I believe that creating awareness and having an inclusive society starts at home.”**



Sally Farley

**“I believe that creating awareness and having an inclusive society starts at home. As a Northcott Client Ambassador, I would like to use this opportunity to express to the community my passion, understanding, knowledge and commitment to the great work Northcott provides in making a difference to so many lives.”**

Sally Farley is the fulltime carer of four young children and has been using Northcott’s services since February 2010. Sally’s 12-year old daughter has a diagnosis of Attention Deficit Hyperactivity Disorder (ADHD) and Anxiety and Sensory Processing Disorder. Five-year-old Brandon is diagnosed with Autism Spectrum Disorder (ASD), Sensory Processing Disorder and sleep issues. Three-year-old Harry has ASD, Epilepsy, Global Development Delay, Sensory Processing Disorder, hearing loss and severe language delay. One-year-old Thomas has been assessed for ASD.

**“Representing Northcott in the community means I can give back a little of what Northcott has given me.”**



Shirley Wong

**“Even though it’s hard to live with a disability, I am always trying to look at life in a positive way. Representing Northcott in the community means I can give back a little of what Northcott has given me.”**

Shirley Wong has been a Northcott client for nine years. The 23-year-old has cerebral palsy and is non-verbal. She uses a communication board, iPad and sign language to communicate. She regularly presents at events to break down the barriers that surround disability and is a founding member of Alternative and Augmentative Communication Voice, a group that campaigns for people who use other methods of communication other than their voice.

# Who we are

Northcott Disability Services is one of the largest providers of disability services in New South Wales. It supports people with disabilities living in NSW and the ACT to reach their full potential by offering a range of services 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, the organisation supports more than 11,400 children and adults with disabilities, their families and carers across NSW and the ACT.

For people with disabilities, the support and services Northcott provides can often mean the difference between a life of isolation and segregation or 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 varying disabilities. Some people with rare or lesser known disabilities find Northcott to be the only provider of appropriate support and services.

Northcott is an independent, not-for-profit organisation that receives some government funding. For programs and services where no government funding or limited funding is available, Northcott relies on the generosity of individuals, organisations and community groups to fund services. Government and fundraising contributions cover the costs of providing most of Northcott's programs and services, meaning clients have limited out-of-pocket expenses.

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



# Chairman's Report



2011/12 was another very successful year for Northcott. Our revenue grew by 21.1% to \$34.8 million, producing an operating surplus of \$1.2 million. In addition to this, \$1.8 million of Government income paid for the establishment of a new accommodation service. This is a pleasing result and vindicates the Board's approach to moving Northcott towards a sustainable financial operating position.

The last year has seen us inch closer toward the National Disability Insurance Scheme (NDIS). As I write this we are absorbing the outcomes of the Council Of Australian Government's (COAG) meeting and the subsequent wrangling between the Federal Government and NSW and Victoria over funding. The good news is that it seems that discussions are moving forward with a level of momentum that we all hope will prove unstoppable.

At Northcott we have continued to prepare ourselves for the changes and challenges that will come with an NDIS. We have made good progress, enhancing the organisational understanding of the concept of person centred service delivery, and putting it into practice through a number of pilot programs. We are also reviewing all our services so that we will be able to clearly and accurately describe each service, and price it appropriately.

We have also made a strong start to a major IT review and upgrade project. We have not significantly upgraded our IT infrastructure for some time, so the project is necessary. The impending NDIS and the changes that it will bring have brought significantly increased focus and importance to this project.

A focus of the Board over the last year has been to increase Northcott's capacity for innovation. A strong innovation capability will be essential if Northcott is to successfully transition to an NDIS-based environment.

It was with sadness and regret that the Board accepted the resignation of Michelle LaForest due to the pressures on her time. I would like to pay tribute to the contribution that Michelle made as a Director since 2009 and as Chair of the Nomination Committee. Michelle could always be counted on to provide valuable input and calm guidance, and she is already missed.

I would also like to welcome Jeyan Jeevaratnum, who joined the Board in May. Jeyan brings extensive management and IT experience to Northcott, which is timely as we embark on our IT project.

The key focus for the Board over the coming year will be the ongoing journey towards a truly person centred approach to service delivery. This is not only important because we need to be prepared for the coming of the NDIS, but more significantly because it is the right thing to do for our current and future clients and their families.

Northcott continues to go from strength to strength. I would like to pay tribute to the efforts and achievements of Kerry and the Northcott team over the past year – congratulations on another wonderful year at Northcott.

Michael Briggs

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

Chairman, Northcott Disability Services

# CEO's Report



Northcott from its beginnings has been a place where the purpose drives the practice, and this has seen it achieve great things over the last 83 years. At its centre is the belief that people with disabilities have the right to take their place in our community, and that society will benefit from the skills and abilities they have. I am pleased to say that this year has been no different in achievements for Northcott that further our idea of what can be achieved by people with disabilities.

In this past year some of our earlier strategies have really begun to show results. As the Chairman has mentioned, we have come through the financial difficulties that developed during the global financial crisis, and put Northcott on a sound business footing to face the many changes of the future.

Management and staff have worked hard to refine their programs and service plans to meet financial targets, and demonstrated a great deal of commitment and initiative in finding ways to deliver services that meet clients' needs in the most efficient way. This is important, not only for Northcott, but also for clients as we move into a client controlled service system. Like any other consumer, clients want the best services at a cost they can afford.

Most importantly, we have seen real gains in our push to put the client squarely at the centre of everything we do at Northcott. Client Person Centred Champions have led the way in designing opportunities, reviewing programs and presenting at forums both within and outside Northcott to challenge established ideas and practice. Clients are now participants in many of our key committees and decision making forums, and have been widely consulted about Northcott's future directions. Impressively, Northcott clients and staff together have formed effective teams to lobby for the National Disability Insurance scheme (NDIS), and to lend their voices to the forums where the design of both the national and state based schemes are being discussed.

A great deal has also been achieved in the strengthening of our systems and structures, with improved focus on quality, risk and evaluation. We have reviewed therapy services within Northcott, and appointed a Clinical Services Manager to increase our focus on how best to deliver these types of services to make a demonstrable difference to the lives of children and adults with disabilities. Similarly, our research focus has been on how the work we do can be improved so that the client benefits in meeting their goals and living their lives the way they choose. We are very excited about a number of research partnerships that are emerging from this focus.

In May, I was particularly delighted to have the Minister for Disability Services, the Hon. Andrew Constance, visit Wagga Wagga to open our first residential home for young people previously living in nursing homes. This was a tangible demonstration of how people's lives can be dramatically improved by providing the basic rights – a place to live where you can make choices about how you spend your time, and where you can have your friends and family come to visit you, and even stay the night. We are very pleased that we have more accommodation of this type in the pipeline.

Another exciting development has been the opportunity to look at new ways of providing services in rural and regional NSW, where it is often impossible to access what we take for granted in metropolitan areas. Our early childhood programs in Moree, community development programs across the central West and northern NSW, and our therapy outreach programs in northern NSW are examples of where we have been able to develop innovative solutions, working with the constraints of geography and resourcing. We hope to do even more of this in the next year. In fact, our growth in rural and regional NSW is particularly exciting, as we hear more and more about the inequality of service provision of all types in the bush.

Another innovation was our move into face to face fundraising through our new Regular Giving Program. We have known for some time that we need to grow our appeal to donors of all ages, if we are to continue our tradition of leading practice in disability. We are extremely grateful to our new donors, as well as our existing long term supporters, for having faith in us and believing in our clients' rights.

This is a time of great change in disability services. It has been impressive to see at both State and Federal levels bipartisan support for improving the lives of people with a disability, and a commitment to making it real. While we know we need to continue to lobby government to fund the changes needed, here at Northcott we have been fortunate to observe first-hand the personal commitment of key political figures in both the Labor and Coalition parties to the cause that we so strongly believe in.

The future of disability service provision is still somewhat unknown, but we are determined to have a hand in helping to design it. We believe our clients, our history, and our staff fit us well for playing a role in shaping the future for people with a disability and their carers, and then for helping achieve a much better future for each person we serve. To that end, we are working on a number of strategies to get Northcott ready for the client choice, client controlled future we hope for.

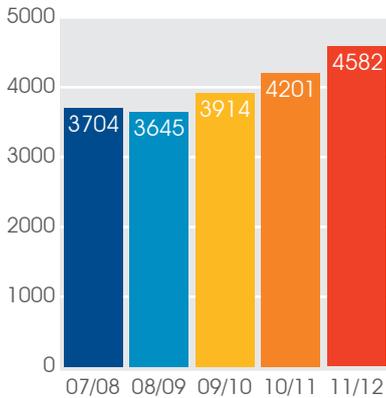
I would like to acknowledge the Board for their leadership during turbulent times. We have an excellent Board of Directors with a range of skills, led by an exemplary Chairman. We also have a group of talented, dedicated and passionate staff, and many wonderful volunteers and supporters. Together with our clients, Northcott has the ability to respond positively to the many changes that lie ahead in this environment.

A handwritten signature in black ink, appearing to read 'Kerry Stark'. The signature is fluid and cursive, with a large, sweeping initial 'K'.

CEO, Northcott Disability Services

# Our Clients

## Direct clients



Northcott Disability Services provides services and support to more than 11,400 people with disabilities, their families and their carers living in New South Wales (NSW) and the Australian Capital Territory (ACT). Our direct client base of children and adults with a disability has grown to over 4,500.

## Disability (top 10 by %)

- 16%** Autism
- 12%** Intellectual Disability
- 12%** Cerebral Palsy
- 10%** Spina Bifida
- 7%** Other
- 5%** Developmental Delay
- 4%** Aspergers Syndrome
- 3%** Aquired Brain Injury
- 3%** Global Developmental Delay
- 3%** Downs Syndrome

Northcott's client base has continued to grow as a result of new funding allocations, which have enabled the organisation to provide a range of new programs and services, particularly in regional areas. One such example is the expansion of the Leaving Care Program Mentoring Service, with mentors now available to support young adults in all Northcott regions.

In 2011/12, Northcott directly assisted more than 4,500 clients, some who accessed more than one program. The percentage of clients from regional areas grew from 38% in 2010/11 to 44% this year, reflecting the organisation's strategic focus on regional growth and new and improved services and programs in regional areas.

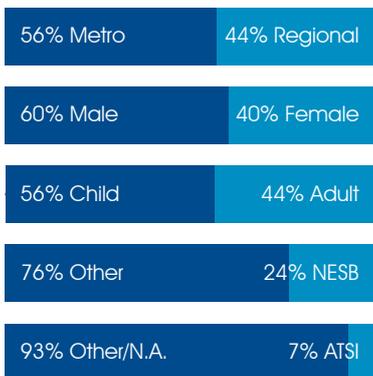
The percentage of male clients still remains higher at 60% and Northcott continues to support more children (56%) than adults (44%).

Around 7% of Northcott clients identify as being from an Aboriginal or Torres Strait Islander background. In addition, around a quarter of clients are from a culturally and linguistically diverse background (CALD). 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 in addition to the organisation's increased focus on targeting diverse communities.

The age range of Northcott's clients spans from the very young to those aged over 41 years. Children (clients aged 17 years and under) continue to form the majority of Northcott's client base.

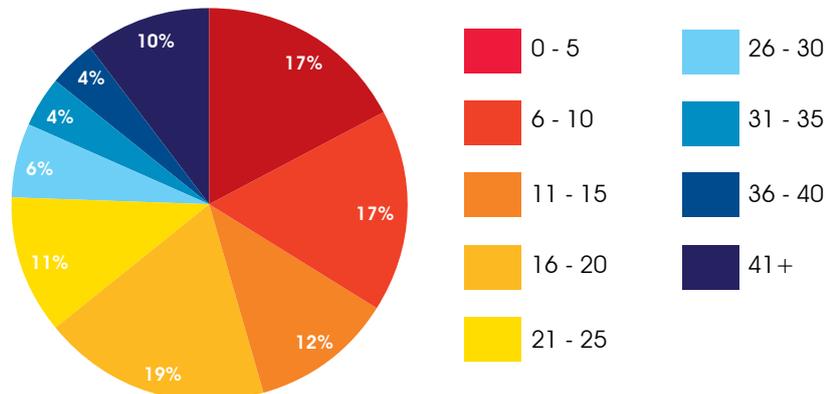
Through its Ageing Parent Carers Flexible Respite programs and Respite for Older Carers programs, Northcott supports many people over 55 years of age caring for relatives with a disability.

## Demographics



NESB: Non English Speaking Background  
 ATSI: Aboriginal and Torres Strait Islander  
 N.A.: Not answered

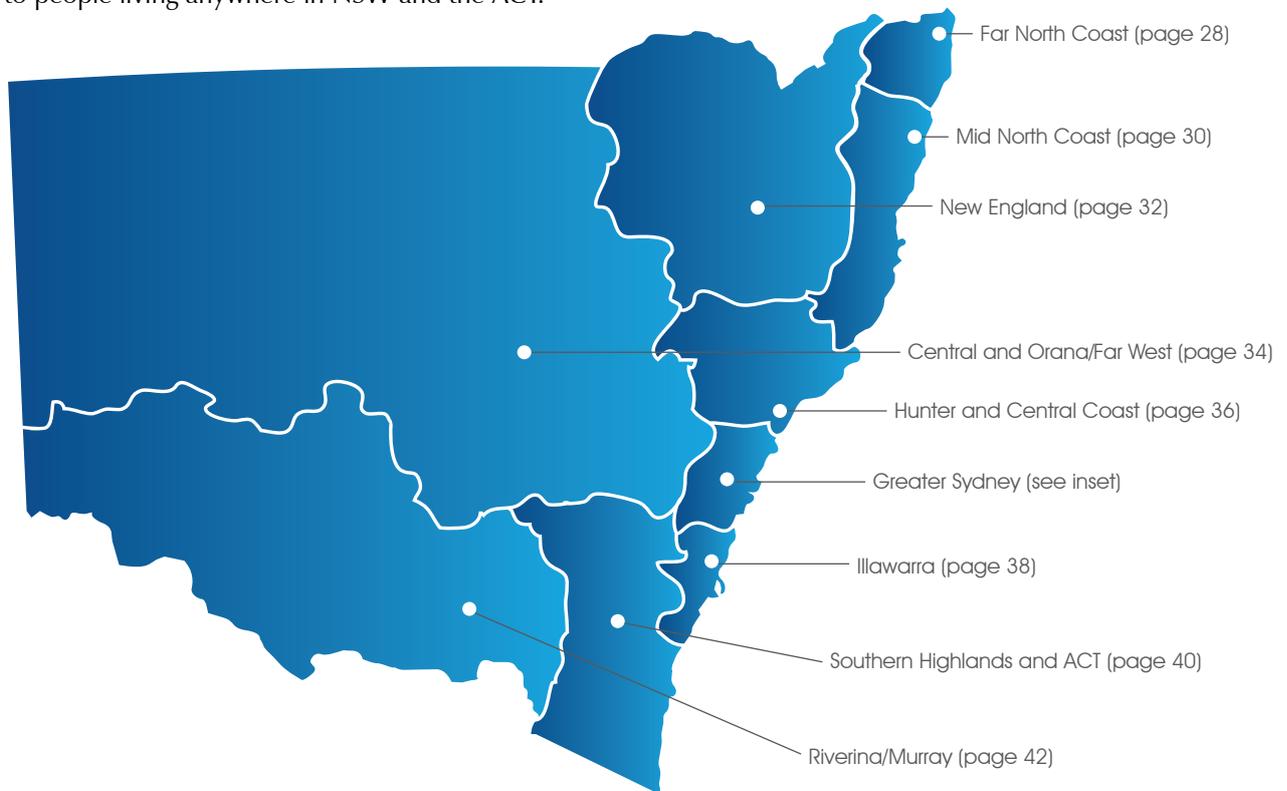
## Age range of clients in 2011/12



# Where We Work

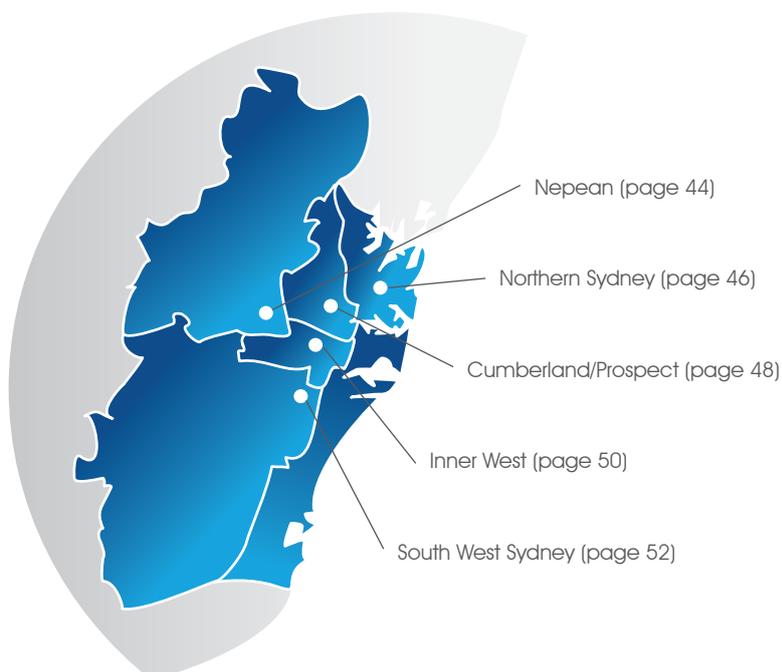
## Throughout NSW and the ACT

Our Statewide services (pages 22-25) are accessible to people living anywhere in NSW and the ACT.



## Throughout Greater Sydney

Our Sydney Metropolitan services (page 26) are available throughout the Greater Sydney basin.



## 2011/12 at a glance

**25** sites and offices.

**100** programs and services.

**614** Northcott staff.

**11,455** people supported.

# Our Services

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 depending on what is available in their local government area, government funding allocations and the availability of funds from other sources.

To support the sector's move to a person centred system and individualised funding, this year Northcott has explored innovative ways to effectively deliver its services. The organisation is committed to working in partnership with mainstream services to reduce barriers to participation for people with a disability and to promote inclusion. Northcott's programs and services can be categorised into one of the following service areas.



## Accommodation

Northcott believes that people with disabilities should have the right to live independently. The organisation provides a range of shared accommodation options to enable clients to experience living away from their families. *Transitional Accommodation Services* provide short to medium term housing (six to 24 months) and independent living skills development for adults with a disability. It includes *Merrylands Independent Living*, *Woodbine Transitional Accommodation Service* and *Metropolitan Housing Links Service*.

Northcott's *Beverley Park Accommodation Service* provides long term supported accommodation for up to 16 clients with high support needs. Northcott also provides accommodation in Wagga Wagga and another house will soon be complete in Mt Hutton for younger people transitioning out of residential aged care.



## Community Development

Using a community development approach that encourages partnerships with mainstream services and groups, Northcott facilitates community projects and education that promotes the development of supportive environments.

Through programs such as its *National Disability Coordination Officer* programs in the Illawarra, Queanbeyan and surrounding areas, *Macarthur Family Resource Links* and supported playgroups throughout NSW, Northcott assists clients and their families to access relevant community services and support networks. These varied services assist clients and their families and carers to build community networks, access support and engage with peers living with similar experiences.

Community education is an important aspect of Northcott's work. Staff help to facilitate information, awareness, support and therapy enhancement workshops across NSW, particularly in remote towns where access to information can be limited. Topics are broad ranging and

include depression and disability, using iPads as communication tools and positive behaviour.



## Day Programs

Northcott offers a range of day programs, including *Community Participation Programs*, *Post School Options*, *Active Ageing* and *Life Choices*. These programs assist clients in developing skills to increase independence and participate as valued and active members of the community. They are all offered in a self managed model where clients are able to have greater control over their plans, budgets and staffing. Individual and group programs cover a wide variety of activities such as music programs, community outings, voluntary work, 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. Northcott offers the program from its Oak Flats, Hornsby and Parramatta offices. Participants develop employment skills and are encouraged to seek training, further education and work experience to assist in securing employment at the completion of the program.



## Employment

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

*Jobmatch* operates in Parramatta and Penrith and is funded by the Department of Employment, Education and Workplace Relations. Services include interview and presentation skills development, resume assistance and on-the-job training and support.



### Equipment & Technology

Northcott provides two services with a focus on providing equipment and technology to assist people with a disability to achieve greater mobility, independence and the ability to participate fully in their local community.

The services – *Northcott Equipment Services* and *Computer Assistive Technology Services* – are offered to eligible clients living anywhere in New South Wales and the ACT.



### 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, and general and Aboriginal specific intensive family support for those experiencing a crisis.

One such service is the *Northcott EarlyStart Diagnosis Support* program, which is specifically targeted at parents of newly diagnosed children or parents concerned with their child's development. Parents are assisted to access relevant support and therapy services to enable their child to better integrate into the community.

Another example is the *Leaving Care Program Mentoring Service*, which links young people leaving ministerial care with Northcott mentors. The mentors have regular contact with young people to assist them to develop the confidence and skills to make informed choices and lead fulfilling and productive lives.



### Recreation & Leisure

Northcott believes 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 which builds evidence-based best practice across its services. Research projects by staff and partnerships 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 mission 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 adults with a disability with a home

away from home to grow their independence and social skills.

Our respite services are individually tailored to the specific needs of the family or client. Northcott also provides centre-based and group activities to allow clients or their families to mix with others in a similar situation. These include in-home support, respite houses, community based respite, camps and after school and vacation care programs for children and teenagers. Specialist, flexible services are offered to older parent carers aged 60 years and over and indigenous carers aged 50 years and over.

Northcott is also piloting a Self Managed Flexible Respite Program which enables clients, families and carers to have more control over their respite services.



### Therapy

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

Services include providing assistive technology and tools to help clients develop and learn living skills, and offering advice and support to parents and carers. The *Northcott Early Childhood Autism Service* offers specific therapy services to children with an Autism Spectrum Disorder.

# The Year in Review

The past 12 months have been a pivotal year for the disability sector in New South Wales and Australia with the move towards the new National Disability Insurance Scheme (NDIS) bringing about much needed change within the sector. Northcott Disability Services has been busy preparing for the reform by advocating on behalf of clients, planning for the future and continuing to deliver programs and services that best help clients to live the life they choose with appropriate support mechanisms in place.

## Strategic Plan

2011 marked the start of Northcott's new three year Strategic Plan, with four key directions guiding activities. Progress was made in working towards achieving many of the Plan's objectives. Emphasis on evaluating organisational performance through improved reporting processes was helpful in identifying priorities and driving business planning.

## Financial performance

Financially, Northcott performed positively with an increase in consolidated turnover, largely due to growth in services funded by Ageing, Disability and Home Care (ADHC).

Our consolidated net surplus also grew, with higher income from fundraising and donations as a result of a bequest that was recognised as revenue in the year.

Overall, expenditure in most areas was as expected, with the increase in the number of client programs generating more expenditure than in previous years. Investment returns on managed funds generated a positive return.

## Our services

This year Northcott helped more people than ever before, with our client base growing to more than 4,500 adults and children. As a result of new funding allocations and partnerships with community organisations and other service providers, Northcott was able to deliver more services and programs for clients and their families and carers.

In regional areas, activities to lift Northcott's profile and increase awareness about services paid off, with many new partnerships formed and more people living in regional areas becoming involved with Northcott.

Across the organisation, there was greater focus on improving services. A Clinical Services Manager was appointed and our therapy services were reviewed and enhanced. A new client consultation policy was introduced to ensure feedback from clients is recorded and taken on board where appropriate.

In addition, evidence-based best practice highlighted by Northcott-driven research initiatives continued to drive improvements across many areas.

Northcott also invested significant time in exploring innovative types and models of services, how best to deliver these, where opportunities may exist for Northcott to expand and how best to promote services and programs to clients and the wider community.

To help give clients greater control over their everyday lives, innovative self managed programs are now an option for all Day Program and Flexible Respite Program clients. The self managed model allows clients to put their choices at the forefront of every decision.

## Government support

State and Federal government funding allocation continues to underpin the type and number of services and programs Northcott is able to deliver. This year Northcott won funding for a number of services for the first time. A highlight was Prime Minister Julia Gillard's announcement at Northcott's Parramatta office of funding from the Commonwealth's Supported Accommodation Innovation Fund. As part of this, Northcott and construction partner Affordable Community Housing Limited will build a new residential complex for people with a disability and students to live together in the one building.

Northcott was also pleased to host many visits from Local, State and Federal Members of Parliaments in its offices throughout the state. This helped to build stronger relationships with government and showcase the achievements of our organisation, staff and clients.

## Person Centred Approach

Northcott's Staff and Client Person Centred Champions continued to influence change across the organisation – and in the wider community – to better support clients to reach and achieve their personal goals. PATH, Northcott's person centred planning tool, is now embedded within the organisation at all levels and both clients and staff members use the resource to identify goals and achievements.

This year, Champions completed presentation and mentoring training to assist in advocacy and public speaking roles. More than 16 presentations were delivered to other agencies by Northcott clients and staff Champions.

In recognition of Northcott's commitment to person centredness, the organisation was invited to join the National Disability Services (NDS) Change Agents Group, a group of NGOs recognised to be progressing with person centred initiatives.

## Fundraising and profile building

More than \$3 million was raised through fundraising activities and donations received from bequests, corporate donations and other initiatives.

Our annual fundraising events – Northcott's Cricket Legends Lunch and Walk With Me – attracted significant fundraising dollars, and were also important initiatives to promote Northcott and our purpose of building an inclusive society.

As part of our Fundraising Strategy, Northcott invested heavily in a new Regular Giving Program that is expected to deliver significant revenue over the long term. In the program's first five months, 207 new donors joined.

## Planning for the future

Significant development and planning was undertaken to prepare for changes that will result from the National Disability Insurance Scheme and new individualised funding arrangements.

Northcott is investigating new models of service delivery including self managed models and other innovative approaches. The organisation is also looking at better ways to attract clients to its programs and services.

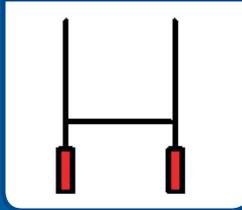
From an operational perspective, we are investing in new systems and processes to ensure we are able to deliver the best services to our clients. A key action in equipping the organisation for the future is a comprehensive new IT strategy which was developed and finalised this financial year. Implementation of an integrated Client Management System and a complete overhaul of the Northcott website will allow clients and their families to better access information about our services and assist in building a sustainable future for the organisation.

An organisation-wide re-brand with a fresh new logo that better reflects Northcott's future was also completed and is due to be launched in late 2012.



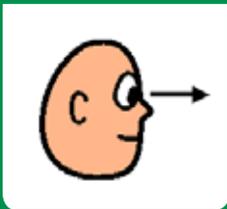


# Northcott Disability Services



## 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



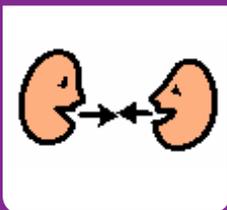
## HELPING OUR CLIENTS

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

This is a plain english version of Northcott's three year Strategic Plan for 2011-2014.

This version was distributed to the public, and in particular, people 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.

# Achieving our Strategic Plan

Grow and evolve services that drive inclusion, innovation and scale

## OBJECTIVES

Evaluate and improve existing services to drive and lift social inclusion

Explore and deliver new service opportunities

Explore and develop innovative services

Strengthen our regional footprint

## Achieving our objectives

- Respite Strategy developed and implemented.
- The number of programs and services grew, with a focus on socially inclusive services to support clients to be active community members.
- Northcott's direct client base grew from 4,201 to 4,582 people.
- Results from a client satisfaction survey conducted in February were very positive. 96% of respondents felt Northcott's staff were friendly and respectful and 85% reported they were happy overall with the services they receive from Northcott. The findings also showed that clients felt Northcott's responsiveness to client needs and complaints handling process had improved. Detailed results of the survey can be viewed at [www.northcott.com.au](http://www.northcott.com.au)
- Self managed models developed to support government priorities and areas of need, with Northcott taking the initiative to pilot a self managed model for flexible respite services (page 69).
- Northcott and Affordable Community Housing Limited won government funding to build an innovative supported accommodation facility in Parramatta (page 73).
- Region profiles developed to assist in growing Northcott's regional presence.
- Client Consultation Process implemented to gather feedback and ideas.

## Future directions

- Identify and evaluate priority areas and implement service improvement plans.
- Develop strategies for Accommodation and Social Housing services.
- Expand Therapy services by using new service models.
- Continue to collaborate on innovative opportunities that address unmet needs.



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

### OBJECTIVES

Well positioned and connected Northcott

A credible research voice

Profile and presence in the sector

### Achieving our objectives

- A new branding identity for the organisation was developed and redesign of the website is underway to support changes in the sector and at Northcott.
- Government Relations Strategy refined and implemented.
- Federal, State and local Members of Parliament, including Prime Minister Julia Gillard, visited Northcott's head office and regional offices.
- Government funding awarded to more than 20 tenders (page 72).
- Research Plan reviewed and updated.
- Representation at more than 30 international, national and state conferences including National Disability Services (NDS) State and National Conferences (page 66).
- Active involvement in university and sector groups, forums and working parties (page 65).
- Actively supported the National Disability Insurance Scheme (NDIS) campaign (page 70).
- Northcott CEO appointed to NDS NSW State Committee.
- 83 student placements supported and a Memorandum of Understanding signed with University of Western Sydney for medical student placements.

### Future directions

- Strengthen relationships with relevant university and research partners.
- Continue to be actively involved in conferences and campaigns.
- Identify areas of expertise where Northcott can host forums for the sector.



## Drive a dynamic person centred workforce, workplace and culture

### OBJECTIVES

A workforce enabled to deliver person centred approaches

Invest in our workforce and workplace to enhance delivery

A culture more aligned with our values

### Achieving our objectives

- Northcott's PATH (a person centred planning tool) and Person Centred Approaches Plan implemented and supported by client and staff Person Centred Champions, support groups, workshops and mentoring.
- Northcott was invited to join the National Disability Services (NDS) Change Agents Group, a group of NGOs recognised to be progressing with person centred initiatives.
- Demonstrated commitment to training and development with staff Person Centred Champions provided with training and mentoring.
- Staff supervision framework developed and implemented.
- HR and training plans finalised and implemented.
- Aboriginal and Community Development plan introduced to enhance focus on services and inclusion of indigenous and culturally diverse clients.
- Recognition given through events including NAIDOC Week, Harmony Day and Sorry Day, as well as the opportunity to provide four traineeships and one cadetship with the Aboriginal Jobs Together Program through NDS.

### Future directions

- Explore innovative ways to attract staff and provide services in regional areas.
- Explore flexible work arrangements to improve responsiveness to clients.
- Develop Diversity Plans to improve services for Aboriginal, disability and culturally and linguistically diverse groups.
- Formalise a staff appraisal system that aligns with Northcott's values and develop a Rewards and Recognition Program for staff.



## Build a sustainable organisation fit for the future

### OBJECTIVES

A future-focused, external looking organisation

Broaden and grow our revenue base

Systems to sustain our capacity and growth

Improve the evaluation of organisation performance

Improved social responsibility effort

### Achieving our objectives

- Staff, including the CEO, participated in many external groups and committees, including the National Disability Services NSW State Committee.
- Developed sustainable models for individualised funding, including piloting a self managed model for respite services.
- Fundraising Strategy implemented and Regular Giving Program launched with 207 new donors joining in its first five months. Other successful initiatives included increased focus on major donors with 160 prospects identified and an increase in bequestor numbers, well above the targeted 10%.
- Three year IT plan including development of a new Client Management System and website is underway.
- Strategic plan reporting cycle implemented, with increased focus on key metrics and targets.
- Environmental Strategy reviewed.

### Future directions

- Refine and implement sustainable models for individualised funding.
- Investigate establishing a Northcott Foundation.
- Increase focus on quality including establishing a Quality Management System and Client Record and Management System.
- Establish a Board Governance Review process.
- Develop Workplace Giving Policy and Volunteering Policy for staff.
- Develop a formalised Social Responsibility Report for staff.







Our Regions



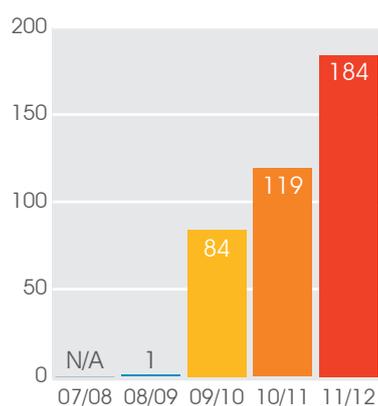
Some specialist services from Northcott are accessible to people living anywhere in NSW and ACT. These services operate from Northcott's Central Office in Parramatta and various regional locations where a need is identified. Provision of these services is not restricted to eligible Local Government Areas.

## LEAVING CARE PROGRAM MENTORING SERVICE

In 2012, additional funding allowed Northcott to employ more mentors and achieve greater coverage across regional areas. The service helps young people with disabilities who are leaving the care of the minister to build confidence and develop skills to make informed choices and lead fulfilling and productive lives. Mentors help the clients integrate into their community and set goals for future independence. Assistance includes support for outstanding legal matters, formal counselling, funding matters, general guidance and life skills.

In total, 184 young people accessed Northcott's service during 2011/12.

### Clients



## 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 who provide assessments, equipment trials and set-up, training and support services.

This year, to support the move to providing a more comprehensive range of services (introduced in 2011), CATS formed some new relationships to assist both clients and service providers. In a partnership with New Horizons, a provider of Younger People in Residential Aged Care services, Northcott is providing client assessments, equipment trials and set-ups, training and support.

In addition, CATS travelled to Wollongong, Nowra, Goulburn, Queanbeyan, Bateman's Bay and Bega as part of the Illawarra and Sutherland Therapy Enhancement programs, funded by Ageing, Disability and Home Care (ADHC). This helped Northcott to assist clients in this region and form

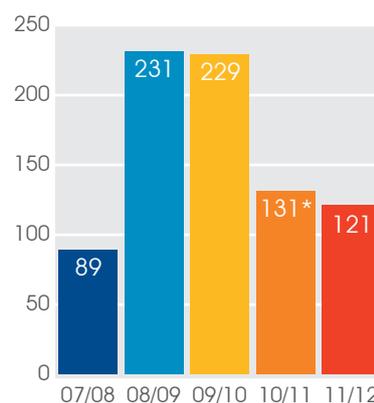
relationships with local ADHC offices in these regional areas.

A grant of \$10,000 from the James N Kirby Foundation is being used to develop a loan pool supplying iPads for educational and communication needs to people with disabilities for trial periods.

The number of clients returning for follow-up services, including equipment trials and set-up, training and support increased over the year.

CATS plans to focus on continuing to build relationships with other health, disability, education and community organisations to increase awareness of the role of assistive technology for people with disabilities and raise the profile of CATS in the community.

### Clients



\*New model of service was introduced. Services moved from assessment-based to also covering equipment trials and set-up, training and support.

## 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 including case management, health maintenance, education programs, support and advocacy, assistance and therapy 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.

This year, the program continued to provide nursing and allied health services to a growing number of clients, including three new referrals from the NSW Government Life Time Care and Support (LTCS) scheme for therapy and clinical expertise for fee paying clients. These referrals are the first fee for service referrals from the LTCS in a four-year period.

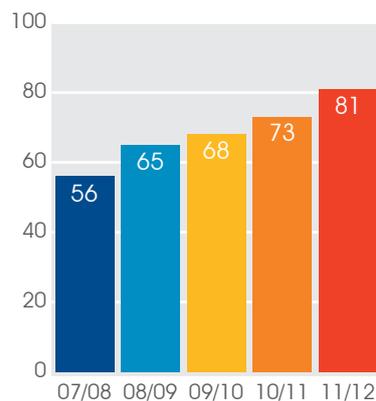
The team's partnership with the Spinal Outreach Service based at Royal Rehab in Ryde continued to develop and strengthen, ensuing greater consistency and communication between the two services and improved therapy outcomes for clients. As a result of the relationship, the manager of the PSOS was invited to join a committee representing paediatric spinal cord injury issues at a state level.

In 2011/12, PSOS audited and transitioned 15 clients to appropriate adult service providers.

In the coming year, PSOS aims to further strengthen its relationship with LTCS to increase awareness

of issues associated with paediatric spinal cord injuries. The team is also working with stakeholders to resolve a long-standing inequity issue for some paediatric clients that do not qualify for a hospital seating clinic assessment. See case study on page 24.

### Clients



## NORTHCOTT EQUIPMENT SOLUTIONS

This service provides specialist equipment services in Sydney and Newcastle, including conducting repairs and maintenance for mobility equipment from two workshops in Parramatta and Newcastle and four service vans that visit clients unable to go to the workshops. From the Parramatta site, Northcott Equipment Services (NES) also provides customised products such as footwear, orthotics and seating for mobility bases.

In addition, 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 pages of a book. The FreeWheeler is a wheelchair designed for use on the beach or snow. These products are available for purchase from NES.

Each year, NES holds clinics in Parramatta, Newcastle, Coffs Harbour and Tamworth to provide custom-made orthotics, footwear and seating to clients living in these areas. In 2012, corporate donations of \$25,000 helped to fund these regional clinics. With increased demand for its clinics providing customised services, NES aims to expand the number and frequency of regional visits in the coming year.

In 2011/12, NES staff were involved in a number of forums and professional development days for workers and people with a disability, providing information about specialised seating options and use, other equipment, risks and implications, current standards and practices and demonstrations. Highlights included presentations at the World Multiple Sclerosis (MS) Day event in May, working with the Seat Spot (Spot on DD) therapists group, speaking at the Spex Forum in Sydney, Canberra and Newcastle and providing presentations for Life Time Care and Support case workers, the Independent Living Centre and Ageing, Disability and Home Care in Fairfield.

### Service appointments



## NORTHCOTT SPINA BIFIDA GROUP

Northcott's Spina Bifida Group provides support and information to individuals with spina bifida and their families. 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 the availability of an accessible holiday unit on the Central Coast.

The Group also plays a key role in promoting the Spina Bifida Awareness Week Campaign, held annually from 1-7 September. The 2011 Awareness Week was again a great success, with a folate-rich breakfast launch hosted in

Parramatta. Highlights included a presentation from a Northcott client about the challenges and frustrations he has experienced due to the lack of specialised medical awareness about spina bifida and the positive impact of spina bifida specific resources for use in medical surgeries and hospitals. The event was generously sponsored by Bayer Australia and attended by around 60 people.

**"Northcott has helped in every part of Adam's life. I would be lost without the staff who help me."**

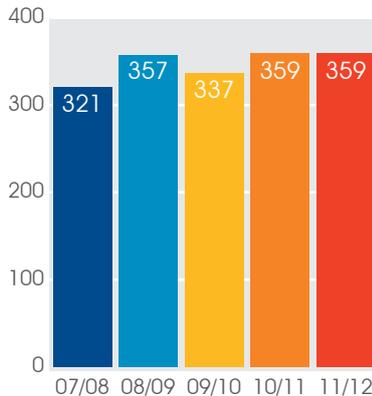


**"Northcott has helped in every part of Adam's life. I would be lost without the staff who help me. If I have any question, I just ask Northcott and they find the solution without me having to look. They help and direct me to make phone-calls and even write letters for me. The social worker has found respite and other support for carers and our caseworker will even come to hospital appointments with me. Getting Adam to high school was a big thing. Adam understands the amazing support Northcott has given us."**

Leina Aran, Adam's mother

Adam sustained a spinal cord injury from infection when he was eight years old. This year, with the support of Northcott's PSOS team and his mum, he started high school where he is doing well and making friends.

## Clients



## NORTHCOTT EQUIPMENT LOAN POOL

Northcott 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.

## SPINA BIFIDA ADULT RESOURCE TEAM

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

The service is funded by NSW Health and commenced in 2009. It employs one Clinical Nurse Consultant and a Senior Occupational Therapist.

This year, SBART worked in partnership with NSW Health and the Agency for Clinical Innovation to develop Hospital Management Guidelines for people with spina bifida who present at hospital. Clients have reported that the guidelines have been a valuable tool in helping to communicate their needs.

The SBART Facebook page has continued to develop and become an important tool in addressing issues of social isolation. A new initiative was to introduce a new topic of discussion each week, such as healthy eating, employment and socialising. Good feedback has been received from clients.

Six educational sessions were held with rehabilitation and community nursing teams in metropolitan and regional areas, with approximately 60 people attending.

The team has been heavily involved in preparing for the Spina Bifida Australian Masterclass Conference to be held in October 2012, where Northcott will give a presentation about the SBART service.

SBART has played an active role in the steering committee for the development of a Model of Care for the Pressure Injury in People with Spinal Cord Injury.

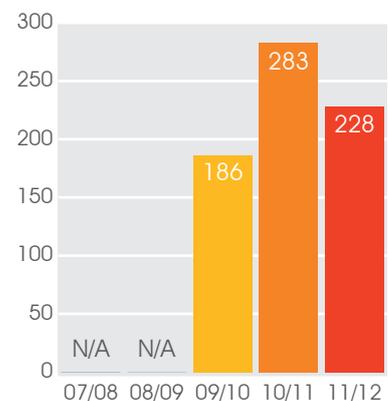
Relationship building, particularly with community rehabilitation teams, disability employment agencies and case managers, continues to be a focus. Strong partnerships are important in ensuring clinicians and other providers are educated in providing the best care and most appropriate services to people with spina bifida.

In the coming year, SBART plans to strengthen links with community

health, case management and employment agencies by increasing the number of presentations to these services. This will assist in the team's goal of improving resources available to both clients and service providers.

Subject to funding, SBART hopes to be able to expand further into regional areas by offering clinics in Tamworth, Dubbo and Coffs Harbour through the Medical Specialist Outreach Assistance Program.

## Clients





## Types of services



Individual & Family Support



Recreation & Leisure



Therapy

## Achieving our objectives

Learn 4 Life, a new series of workshops to assist clients in developing new skills, was introduced by the Metropolitan Adult Outreach Service in collaboration with Northcott Transitional Accommodation Service and the Spina Bifida Adult Resource team. Four workshops were held with 24 clients participating. Topics requested by clients included self-esteem, cooking skills and technology.

Adaptive Cricket, an adapted version of cricket, was developed by the Northcott Recreation Service in 2011 and launched at Northcott's 16th Annual Cricket Legends Lunch in November 2011. Northcott is now seeking partnerships to further develop the sport, with the ultimate goal of holding an annual adaptive cricket competition.

Based on feedback from parents and with the support of senior management, the Early Childhood Support Service revised the service delivery model for their Early Learning Group. The frequency of the group was reduced from meeting on a weekly basis during school term to meeting twice during the school term.

The reduction in frequency has allowed the Early Childhood Educator to visit families at home and provide direct support to those who do not have access to transportation to attend the playgroup. The change has been well received and parents in need of support are appreciative of the increased availability of the Early Childhood Educator to assist with planning and providing referrals.

The Metropolitan Family Support Service ran a mothers' weekend and a sibling camp to recognise the role of the family in caring for an individual with a disability. Both programs ran at capacity with extremely positive feedback. The schedules for both programs were refined to reflect feedback from attendees and the expertise of staff.

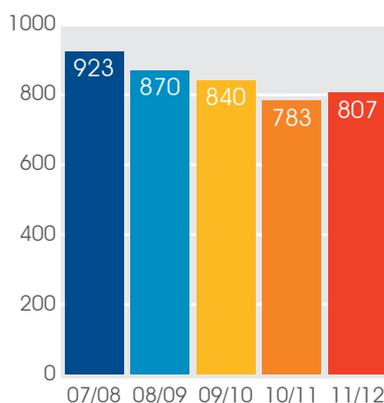
## Community partnerships

A new partnership was formed with the University of Western Sydney School of Medicine to host third year students undertaking a community placement. The aim of the placement is to expose students to some of the issues and challenges people with disabilities may face, as well teaching students about Northcott's philosophy towards supporting people with disabilities. Under the arrangement, more than 20 students will undertake a five-week part-time placement each year, observing and participating in Northcott's wide variety of programs, services and activities at the Parramatta office and Roselands Respite Cottage.

The Australian Sports Commission provided funding support to Northcott's Recreation Service to expand the interschool athletics carnival to cater for a greater number of students and a broader range of disabilities.

Through a partnership with Parramatta City Council, Northcott's Recreation Service is now connected to the Western Sydney Academy of Sport (WSAS), which serves 10 Western Sydney Local Government Areas. This has allowed Northcott to promote its program to a much wider community.

## Clients by program



## Future directions

Adapting current programs and services and developing new services in preparation for the National Disability Insurance Scheme (NDIS) will be the focus of the Metropolitan-wide team in the coming year. This includes strategic positioning, packaging

and marketing of suitable services in alignment with the NDIS. Many of the services provided across the Sydney region focus on therapy and support programs for clients with complex needs. It will be important to plan how the NDIS will affect the provision of these services and how new services will operate.

The team is investigating opportunities to expand its successful programs and services in order to meet demands evident throughout the Sydney basin.

**“Their support to me has been excellent. I don’t know what I would have done without Northcott.”**



**“Northcott has always been there for Asmay and I. Before Asmay’s surgery, staff were always at the hospital appointments and found extra information to give me about the operation. Northcott has provided therapy for Asmay, supported her to begin school and helped to have special equipment installed to make things a little easier. Their support to me has been excellent. I don’t know what I would have done without Northcott. It has made me a stronger person and taught me a lot. I definitely wouldn’t be able to do it on my own. Northcott is more than family to me and Asmay.”**

Suzzan Dan Dan, Asmay’s mother

Six-year-old Asmay spent three months in hospital after surgery on her spine. Northcott’s support before, during and after this very stressful time has helped Asmay and her mum build confidence, strength and independence.



# Far North Coast



## Types of services



Community Development



Day Programs



Individual & Family Support



Respite

## Achieving our objectives

The Ballina Community Participation Program has grown to 15 clients in under 12 months, up from four in the previous year. Many school leavers and young people selected Northcott as their provider of choice after trialling ‘taste it’ days. Staff have developed an inclusive and diverse program, offering a variety of support focused on helping clients achieve person centred goals. The self managed model of service delivery is now available for clients and their families who wish to have more control over their Community Participation Program. This enables families to actively budget for flexible service delivery with guidance from Northcott.

Fourteen free Skills Development training sessions were delivered to isolated communities in the region, providing information about topics including iPads and Applications, Key Word Sign, Sensory Issues and Autism Spectrum Disorders. Funding has been secured to carry on the successful program next year.

The EarlyStart Diagnosis Support program has focused on helping mothers build practical skills and knowledge in nutrition and household budgeting. A ‘Mamabake’ cooking session attracted positive feedback, with participants keen to meet and share ideas on a regular basis.

Peer support initiatives including carers’ weekends and activity days such as fishing charters or pamper sessions have grown in popularity with 18 carers participating in 2011/12, compared with two in previous years.

The number of Aboriginal families accessing respite services increased by 16%, with Northcott’s broad range of respite solutions providing resourceful ways to access support.

## Community partnerships

Northcott’s Family Support Worker built a strong relationship with Ballina Early Intervention, regularly providing information about community services and links at the parent sessions of the local My Time Group.

Northcott worked closely with the Department of Family and Community Services in the ‘Keep them Safe’ initiative for child protection. This has enabled families facing crisis to access immediate support for their children including respite services as well as more inclusive pre-school and early intervention options.

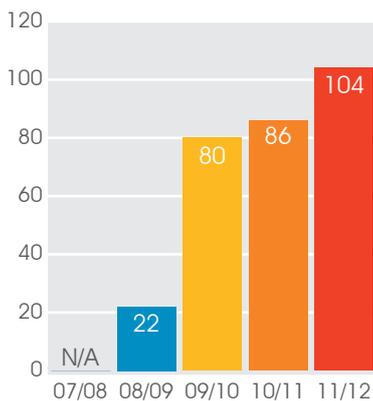
Northcott’s Far North Coast Area Manager joined the Ballina/Tweed Family Assistance Funding Panel to help families purchase equipment for children with special needs.

Northcott joined with the Ballina Shire Council to develop an inclusive wheelchair sports event to allow the broader community to experience sporting games and activities in wheelchairs. The inaugural event was so successful that monthly activities are planned, a venue has been donated and participants are joining from as far away as Grafton.

## Future directions

To support the growth in clients and staff, planning is underway to relocate the Community Participation Program to new premises that are better suited to

## Clients by program



clients' needs. More appropriate office space is also being sought to support the provision of newly funded outreach and support services in regional areas.

As a result of an increased need to assist families with young children, new early intervention programs, including therapeutic support services, will commence in the next financial year.

Additional Skills Development training sessions will continue to focus on supporting families with children with a disability living in isolated communities by providing access to quality information and training on a variety of topics.



**“I am so grateful to Northcott for the help they have given me in caring for Anna Louise.”**



**“I am so grateful to Northcott for the help they have given me in caring for Anna Louise. To be able to take my family on a holiday and get away from work has been so enjoyable. Northcott has helped us all to relax together and experience things we wouldn't normally have the opportunity to do. I also enjoy the company and support from the chats we have. It's lovely the way Northcott is able to make people feel happy.”**

Aunty Kathleen, carer to Anna Louise

Aunty Kathleen cares for her niece Anna Louise in the small Aboriginal community of Cabbage Tree Island. She is thankful for Northcott's respite services that give her and her family quality time away from their everyday life and activities.

# Mid North Coast



## Types of services



Community Development



Day Programs



Individual & Family Support



Respite

## Achieving our objectives

The Coffs Harbour Individual & Family Support Service invited 15 men to a weekend away at Woolli. Participants went deep-sea fishing and benefited from spending time with other men who care for a family member with a disability.

In May, the EarlyStart Diagnosis Support program co-ordinated a massage session and outing at Coffs Harbour Promenade for carers.

This provided the opportunity for some well-earned respite and the sharing of experiences in a relaxed environment.

As part of the Community Participation Program, a Group Day Program was introduced with two clients initially taking part. Clients have developed their own person centred goals and designed their program around achieving these goals. Some of the activities included swimming at the pool and beach, going to the gym, creating a vegetable garden and bushwalking. The program has allowed the clients to meet other young people and participate in activities in the local community.

For clients who want more control over their Community Participation Program, the self managed model of service delivery is now an option.

Raising awareness by providing support services to educate providers, local businesses and families has continued to be a focus in the region. Funding for Skills Development – Community Education enabled a range of presentations, consultation sessions and workshops to take place, particularly in more isolated areas such as Kendall, Tea Gardens, Stuarts Point, Gloucester and Arrawarra.

Topics included Autistic Spectrum Disorder – Sensory Integration, Behaviours That Challenge, Ideas to Build Your Child’s Confidence and Self Esteem, and iPad sessions - Apps in Action. All sessions were well received by the communities who were pleased to have access to the information in their local areas. The program was so successful that funding has been secured for the coming year.

## Community partnerships

Around 40 young clients and their families attended a Dreamnight event at The Pet Porpoise Pool in Coffs Harbour in November. Dreamnight is an annual international festival whereby zoos and sanctuaries all around the world host children with special needs and their families for a free night of entertainment. The children and families had special access to the animals, and the opportunity to have fun and socialise with other families.

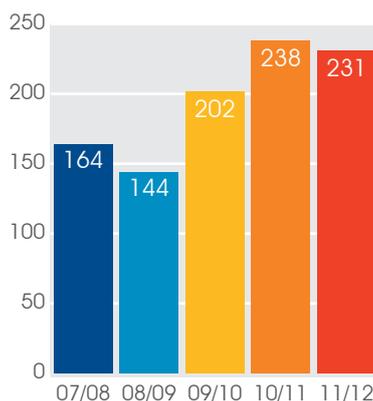
Northcott enjoyed a good relationship with the Disabled Surfing Association through promoting their program and encouraging our clients to participate. Several clients attended these sessions up and down the Mid North Coast with some experiencing the surfing sensation for the first time in their lives.

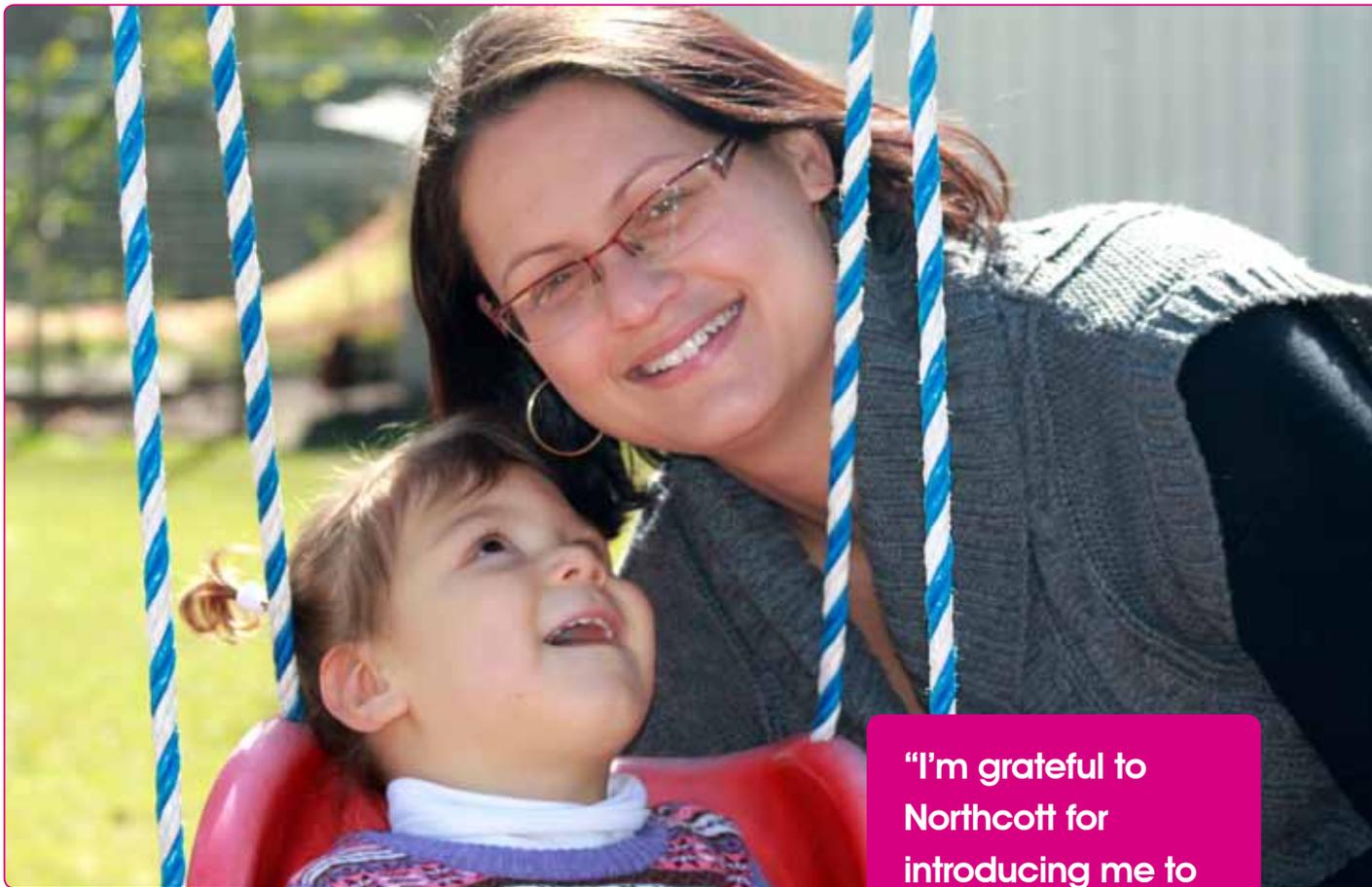
## Future directions

In line with our commitment to providing respite programs, Northcott Coffs Harbour will provide extra places for people requiring a broad range of high-quality, flexible, support.

A new Life Choices Program will be offered, providing eligible adults with access to a range of

## Clients by program





**“I’m grateful to Northcott for introducing me to a new friend who understands my day and who I can share stories with...”**



**“After nine weeks in hospital following Tiana’s birth, we were excited about coming home but also very nervous. I felt overwhelmed and didn’t know what to expect for the future. Northcott’s Family Support Worker visited us regularly, lending a supportive ear and providing us with so much valuable information. We wanted to know what was ahead, so meeting another family on the same journey showed us we are not alone. I’m grateful to Northcott for introducing me to a new friend who understands my day and who I can share stories with about the joys and challenges.”** Nicole Crawford, Tiana’s mother

Northcott’s EarlyStart Diagnosis Support program arranged for Nicole and her family to connect with other families with a child with cerebral palsy. The experience has helped her better cope with the challenges of caring for her little girl Tiana.

activities in their local community. The program will be driven by person centred plans.

Work is underway to improve Early Intervention services to help children and families maintain links with their community and give families more information

and choice. A focus will be the development of a more sustainable and flexible support system, as well as ensuring that people with a disability are supported through key transition points in their lives.

# New England



## Types of services



Community Development



Day Programs



Individual & Family Support



Recreation & Leisure



Respite

## Achieving our objectives

To assist in raising awareness, Northcott focused on engaging with the Aboriginal community in Moree by participating in local events. As a result, attendance at Northcott events increased and anecdotally, there has been more positive feedback about Northcott and the services it provides in the community. Northcott is currently engaging with around 28 Elders from the Moree area.

A new vegetable and herb garden was opened at the Tamworth office in December 2011. Donations from the local community, Tamworth Fundraising Group Auxiliary and clients and families funded the project. The garden provides the opportunity for clients to develop their horticulture skills and the fresh produce is used in client cooking programs.

The self managed model was introduced for all Day Programs in the region, providing greater control for clients.

Support Network events are becoming an increasingly popular way for families to socialise in a safe and supportive environment. Highlights included the Indigenous All Stars Weekend for male carers, Lake Keepit family camp for eight clients from Moree; movie nights in Tamworth and Inverell with 100 people and 35-50 people attending respectively; three couples weekends and Northcott's community Christmas parties in Moree and Tamworth for more than 60 people and 120 people respectively.

The Centre-based Respite House was renovated with refurbished kitchens, a new bathroom, new vinyl floors, window furnishings, televisions

and bedroom furniture. This was funded by Newcastle Permanent Charitable Foundation (\$82,000) and the Tamworth Fundraising Group Auxiliary (\$30,000).

Work has been undertaken to expand the 'All Communities Together' (ACT Now) initiative for bringing service providers, families and community members together to improve engagement with Aboriginal communities.

Northcott received funding to provide 12 new flexible respite packages; seven in Tamworth, three in Gunnedah and two in Liverpool Plains.

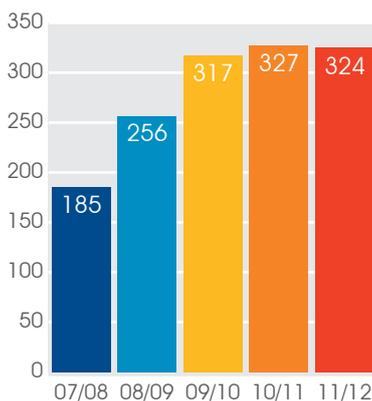
Individual & Family Support and the Support Networks Programs joined to host the Soar 2011 Conference in Tamworth. Fifty people attended the two day conference, which focused on Disability and Sexuality as well as Understanding Challenging Behaviours in Children.

## Community partnerships

In an innovative partnership, Northcott joined with the Benevolent Society and Early Childhood groups in Moree for the National Indigenous Literacy Fun Day. 200 children and 60 carers, teachers and community representatives attended. In a second initiative with the Benevolent Society, Northcott assisted with a family fun day in Moree for more than 60 children and 30 adults. A highlight was the one hour puppet show from Yarramundi Kids, organised by Northcott.

Northcott partnered with Schools As Community Centres to facilitate a workshop on Autism/Aspergers Syndrome for more than 48

## Clients by program





**“Northcott staff are fun and supportive. I’ve been able to do great things like meet new friends. Designing our sensory garden was a real achievement.”**



**“I don’t mind travelling the 70 kilometres each way to Tamworth when I’m going to Northcott because I really enjoy spending my time there. The staff are fun and supportive. I’ve been able to do great things like meet new friend. Designing our sensory garden was a real achievement. The staff are wonderful, and have assisted me in being a part of the community. Northcott is a big part of my life so I donated my birthday money to help to improve the sensory garden area, equipment and furniture for other clients in the program.”**

Jake Perkins, Northcott client

Twenty-two-year-old Jake travels one hour each way to Northcott’s centre-based Community Participation Program in Tamworth. The involvement has allowed him to do a range of activities that he wouldn’t otherwise be able to enjoy or access in his local community. To show his thanks, Jake and his family regularly raise funds for Northcott.

parents, carers and teachers working with 0-8 year olds.

Northcott was invited by Hunter New England Health to be a partner in the Mental Health/ Carers Week Information Day in June. This provided the opportunity to network with other service providers and gain exposure for Northcott’s services.

Northcott worked with Uniting Care Burnside Campbelltown to host a statewide get together of Aboriginal Intensive Family Support Programs in Tamworth.

### Future directions

Northcott aims to develop and strengthen ties in the Moree and Tamworth communities with increased engagement with local Elders through more forums, weekends away and morning teas. These activities assist in understanding the Aboriginal culture and help to develop culturally appropriate strategies for Aboriginal families with a child with a disability.

Plans are underway to commence a Community Based Transition to Work Program in Moree, in

conjunction with Ageing, Disability and Home Care and the ACT Now Forum. A focus will be given to developing a culturally appropriate Aboriginal program.

Northcott hopes to improve services and programs, including the Aboriginal Intensive Family Support program, by engaging in community consultation and seeking feedback from participants.

# Central and Orana/Far West



## Types of services



Community Development



Day Programs



Individual & Family Support



Recreation & Leisure



Respite

## Achieving our objectives

The Community Participation Program expanded by four clients to 12. This has allowed Northcott to offer a wider variety of activities including Men's Shed and volunteering opportunities for clients at the local RSPCA and Bunnings Warehouse.

To provide greater control to clients, the self managed model was introduced as an option for Day Programs.

Northcott's Flexible Respite Coordinator participated in forming the Western Region Respite Coordination Group, with the purpose of facilitating a collaborative approach to respite provision and simplifying access to relevant services. In addition, the number of clients that Northcott offers a brokerage service (where the individuals are not clients of Northcott) increased from five to 13 clients.

Community development and support workshops and training sessions run by Northcott for families, carers and other service providers have been popular. Six workshops on "Relationships, Disability and Private Stuff" were held with 31 attendees and five "Train-the-Trainer" sessions attracted 53 participants. The workshops were held in Dubbo, Coonamble, Broken Hill, Bourke, Warren and Wellington.

Relationship building with local Aboriginal communities has continued. A particular highlight was the support provided by Northcott for Autism Yarn Up Sessions for families in Koori and Murri. The families came together to talk about the issues that are

important to them about their child's behaviour.

A range of new equipment including an iPad, bariatric chair and sit-to-stander was purchased for the Dubbo office, allowing staff to better meet the needs of clients visiting the office.

Dubbo's first Walk with Me event was held in September 2011 to raise money for Northcott's respite services. Around 400 people participated in the walk at the Macquarie Lions Park, with the event raising over \$3,500.

## Community partnerships

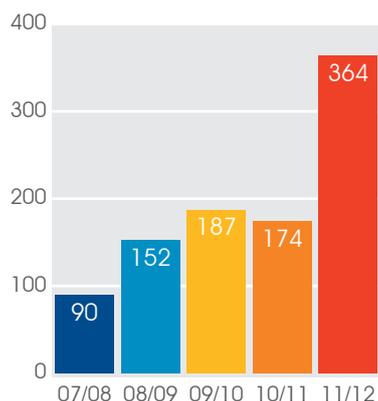
Northcott played an active role in Kites 4 Kids Day in August 2011. This is an inclusive day where families of children with disabilities and children without disabilities come together to decorate and fly kites in a local park.

With the aim of increasing awareness about Northcott's local services, staff participated in a range of relevant events including the Seniors Expo, Dads 4 Kids, and Dubbo Jobs Market.

To assist in building new partnerships and increasing recognition of the services offered at Northcott, a CEO Morning Tea was held with clients, families, friends and local services and businesses. As a result of the event, Ageing, Disability and Home Care increased funding to Northcott to provide therapy services.

An afternoon tea to raise awareness about the National Disability Insurance Scheme (NDIS) was well attended, with guests including the Mayor, councillors and local businesses.

## Clients by program



## Future directions

To cater for the increase in clients, planning is underway to consider options for expanding the premises in Dubbo.

Due to an identified need in the community for more services for school aged children, Northcott plans to promote its After School Care “Teen Time” Program to increase the number of clients receiving this service.

To assist with monitoring the success and uptake of services, a review system to measure service-specific outcomes and improve the quality of data obtained is in development. This will enable services to be better adapted and developed for the needs of clients.



**“I love going to Northcott. I have friends there and love to be around people. I really enjoy the things Northcott has helped me do.”**



**“I love going to Northcott on Mondays, Tuesdays and Wednesdays. I have friends there and love to be around people. I really enjoy going to the RSPCA to look after the cats. I’ve loved animals since I was a small boy so I really enjoy the things Northcott has helped me do at the RSPCA and with the horse riding school. At Bunnings, I work in the garden centre which is great. I also go to TAFE on Thursdays. I’m pretty busy but I think it’s really good to be busy.”** Nicholas Thompson, Northcott client

Nicholas volunteers with the RSPCA, a local riding school and at Bunnings every week as part of his program arranged by Northcott’s Community Participation team. By helping him do meaningful things in environments where he feels comfortable, Northcott has helped Nicholas lower his anxiety levels and improve his communication skills.

# Hunter and Central Coast



## Types of services



Accommodation



Community Development



Individual & Family Support

## Achieving our objectives

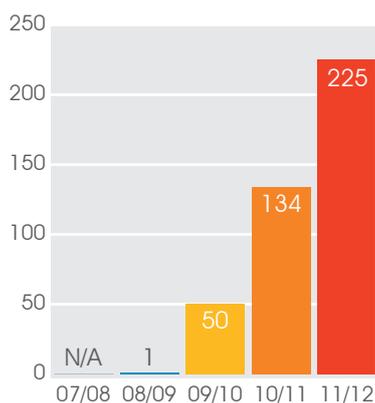
Northcott's Newcastle office has taken a lead role in promoting 'Person Centred Approaches' and family inclusion within the region. Staff, along with Sally Farley, Northcott 2012 Client Ambassador, presented at various education forums. In addition, Northcott provided support and practical examples of inclusion to many mainstream services, pre-schools and early intervention programs.

To build on the existing work of our mentor and family support workers, there was an increased focus on strengthening support networks for people with a disability. This has been achieved through the introduction of new support groups, playgroups and programs

for carers, mothers, fathers and siblings. Highlights were the fathers supported playgroup and a carers trip to the Hunter Valley vineyards.

Construction has continued on the new custom-built villa accommodation in Mt Hutton as part of the Hunter Young People in Residential Aged Care (YPIRAC) program funded by Ageing, Disability and Home Care. The villa will become the home for six people currently living in aged care facilities. Northcott has been working with residents to understand their likes, dislikes, interests, hobbies and levels of support. The residents have also been involved in the design of the new house, including choosing colour schemes and furniture.

## Clients by program



## Community partnerships

Many new and ongoing partnerships with local businesses and mainstream services have continued to provide quality services and programs to Northcott's clients and families. Highlights include a partnership with Schools as Community Centres and local therapists for a supported playgroup, the Autism support group with First Chance and Early Childhood Information, a swimming program with Balance Health Club Mayfield, and a fitness program with Fitness First Kotara. Strong partnerships have continued in the area of case management, with Northcott working with organisations including Life Without Barriers, Family Referral Services and many others. This

continuity has helped to ensure consistent outcomes for individuals and families.

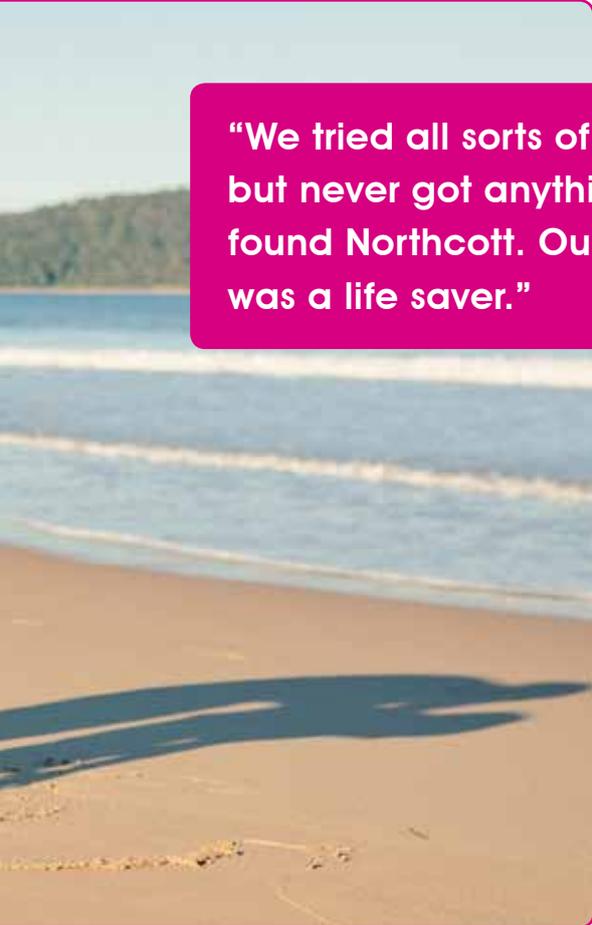
Northcott has also partnered with Life Style Solutions to offer transitional accommodation to one resident who will move to the Mt Hutton YPIRAC villas. This has given him greater independence and the ability to participate in the community.

## Future directions

Funding has been secured for a range of new services including a Support Networks program, Therapy in Schools program and additional enhancement of EarlyStart Diagnosis Support program. This will enable Northcott to open an office on the Central

Coast and increase service provision to a greater number of families covering a larger geographical area.

A key focus will be building community capacity models of service that foster inclusion, awareness and belonging. Northcott plans to continue working in partnership with local businesses and mainstream services to provide innovative strength-based programs aimed at individuals and families. This may be achieved by expanding networks and establishing new partnerships.



**“We tried all sorts of groups for support but never got anything concrete until we found Northcott. Our caseworker Nicole was a life saver.”**



**“We knew something was different about Sean, but the diagnosis was still a really big shock. I felt angry, frustrated and helpless. We tried all sorts of groups for support but never got anything concrete until we found Northcott. Our caseworker Nicole was a lifesaver. She told me what I needed to do and how to do it. She gave me the confidence to make arrangements for Sean’s transition to school and showed me how to understand him and deal with his behaviour. Words can’t describe how thankful I am to Northcott.”** Seema Harrison, Sean’s mother

Seema Harrison participated in Northcott’s EarlyStart Diagnosis Support program when Sean was first diagnosed with Autism Spectrum Disorder. Now aged six, Sean is settled at primary school and Seema is completing a Teachers Aide certificate to be able to help others like Northcott helped her.



## Types of services



Community Development



Day Programs



Individual & Family Support



Respite



Therapy

## Achieving our objectives

After identifying the opportunity to assist school leavers in preparing to join the workforce, Northcott commenced a Transition To Work program in the Oak Flats office in January 2012 with four clients. More clients are expected to join in 2013.

The self managed model of service delivery was introduced as an option for Day Programs.

A full-time Family Support Worker joined the Northcott Early Childhood and Family Support Program to assist in building a greater presence in the Illawarra. The additional staffing has improved the capacity to deliver targeted outcomes which include regular opportunities for social interaction with other children, increased access to play-based learning therapy and developmental supports, and more opportunities for families to be involved in decision making and choosing how early intervention is delivered.

A client picnic was held in April 2012 with 50 clients, families and staff attending. Participants enjoyed games, group activities and meeting other people. As a result of the day's success, the picnic will become an annual event for the Illawarra region.

A new group encouraging families to develop informal networks and supports in the local community has been very successful with good feedback from participants. Highlights included Care South's presentation about their Aunties and Uncles Program for siblings, stories from previous clients and the pamper and self-care activities.

The National Disability Coordination Officer (NDCO) has worked closely

with the indigenous population on activities such as Aboriginal Seniors Day and Yarn Up groups. The events have aimed to promote discussion and use the elders' influence on youth.

## Community partnerships

Northcott's visibility in Illawarra increased through new relationships with other agencies and services in the region. Highlights include attendance at Interagency, Network and Respite Coordination meetings, participation in Sector Partnership and Planning with Ageing, Disability and Home Care (ADHC) and regular communication with ADHC's Community Services Team to assist early intervention planning, prevent duplication of services and assist families on the ADHC waiting list.

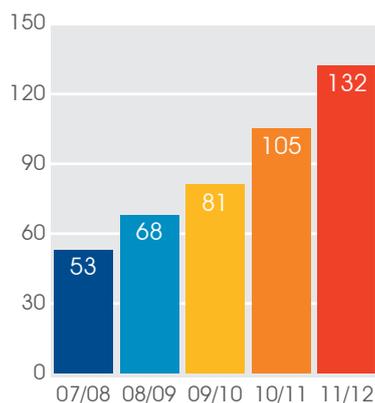
Networking and relationship building with local schools, TAFEs, Wollongong University and other mainstream services created volunteer and student placement opportunities for Northcott programs including Transition to Work, Early Start Early Intervention, Case Management and Respite for Older Carers.

Northcott's Transition to Work program formed a partnership with the counterpart program provided by Life Without Barriers. Participants from both programs have attended social BBQs and a working bee to renovate and refurbish areas of the Life Without Barriers office and grounds. Future collaboration between the two programs is planned.

## Future directions

With an identified need to provide greater employment support for people with a disability, Northcott is hoping to secure funding for

## Clients by program



**“I really love coming to Northcott and going to TAFE and I am grateful for what the staff have taught me.”**



employment services to operate from the Oak Flats office in 2013.

Anticipated growth in services, particularly the Transition to Work program, has highlighted the need to find more suitable premises for Northcott’s services and client needs.

The Respite for Older Carers program aims to develop a pool of support staff to ensure a more consistent quality of service is provided for clients and their families.

Building relationships with more local businesses will continue to be a focus, particularly to provide clients in the Transition to Work program with a greater variety of work placement opportunities.



**“I really love coming to Northcott and going to TAFE and I am grateful for what the staff have taught me. But the best thing of all is my work experience at the local bakery that Northcott helped to arrange. Next year, I will hopefully do my apprenticeship to become a Pastry Chef. I would love to have this job because I really enjoy the challenge of learning new recipes and techniques, as well as sharing my completed dishes with others.”**

Daniel Cooper, Northcott client

Northcott’s Transition to Work program has given Daniel important social and communications skills to help him build independence and the confidence to work towards his dream of becoming a pastry chef.

# Southern Highlands and ACT



## Types of services



Community Development



Day Programs



Individual & Family Support



Respite

## Achieving our objectives

To provide greater control and choice for clients, the self managed model of service delivery was introduced as an option for Day Programs.

A new out of school hours program started in February at Black Mountain School in O'Connor, funded by Disability ACT. The program also includes Vacation Care. Seven clients have accessed the programs and new staff were employed to cover roles.

Northcott's National Disability Coordination Officer (NDCO) was heavily involved in the 2012 ACT and Region Indigenous Expo held in March, which aimed to increase awareness of career and education opportunities and support services available to Aboriginal and Torres Strait Islander people. Through involvement in many groups and committees, the NDCO made significant progress in promoting awareness of issues affecting this sector of the community.

The Support Coordination Program for Older Parent Carers continued to support families and help ensure future plans are in place. This year there was a greater focus on individual needs and helping families reach their goals. Five parents accessed the Respite for Older Carers Program, which now offers greater flexibility in how participants can use the respite hours.

Fun 4 Youth and Communities at Work to provide services, ideas and information for these programs.

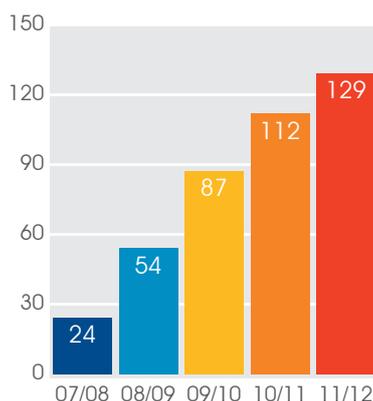
A collaborative partnership was formed with the Latitude Program at Belconnen Community Services. The two organisations share ideas and knowledge regarding best options for shared clients of the out of school hours and vacation care program.

Many significant partnerships were formed with industry groups, government departments, local businesses and educational groups to support Northcott's NDCO program and activities. These included the Education Partnership Industry Community (EPIC) Committee to address the needs of education to industry, the Work, Ready, Able event for students with a disability transitioning into employment options, and the Indigenous Enhancing the Links seminar to improve coordination and linkages between education, training and employment.

## Future directions

With limited space and a desire to offer a Community Participation Program, Northcott is looking for larger premises to better accommodate its Southern Highlands and ACT office. This will allow the team to provide a wider variety of activities to clients.

## Clients by program



## Community partnerships

A new funding partnership was formed with Disability ACT to run the out of school hours and vacation care programs in O'Connor. Networks were also formed with local groups including



**“We are constantly marvelled by the difference Northcott’s involvement has made to Clara’s behaviour.”**



**“Because of her high support needs, we were anxious about sending Clara to the Vacation Care Program. But the positive changes in her behaviour were so remarkable in the short time that we didn’t hesitate in enrolling her in the After School Care Program. Every day Clara comes home speaking new words and thinking in a new way. She is much calmer and loves the group excursions. We are constantly marvelled by the difference Northcott’s involvement has made to Clara’s behaviour.”**

Margaret Campbell, Clara’s mother

Before attending Northcott’s Yurang Vacation Care Program at O’Connor, Clara’s social skills were lacking and she had a tendency to abscond when in open space situations. With more confidence, Clara now loves to practise her new words with the staff and those who meet her.



## Types of services



Accommodation



Community Development



Day Programs



Individual & Family Support



Respite

## Achieving our objectives

Northcott opened its first permanent accommodation service for the region on 16 May 2012. The house in Lake Haven will be home for five residents, as part of the Younger People in Residential Aged Care (YPIRAC) program funded by Ageing, Disability and Home Care (ADHC), Department of Family and Community Services.

Clients access the YPIRAC in-reach and day programs and have further expanded their participation in the community. Clients and staff work together to plan activities such as swimming, crafts, cooking, movie outings and access to therapy and local events.

During the year, over 1,000 professionals and family members attended free information sessions facilitated by Northcott's Therapy Enhancement Program on topics including anxiety, autism awareness, sensory processing and supporting children's wellbeing.

The Teen After School and Vacation Care Programs are running at capacity, with the exception of only a few school term vacancies. A planning day in December 2011 with families was very successful and positive feedback was received.

The Community Participation Program began in January, with one client with very high support needs. As a result of intense programming and behaviour management, the client's behaviour has improved and the family is very pleased with the transition to Northcott.

For clients who want greater control over their funding, the self managed model was introduced as an option for Day Program clients.

Refurbishment of the Tatton Centre Based Respite House is underway with new blinds and security doors fitted and a new garden being built. Eight new families accessed the service in the last three months of the 2012 financial year.

The Flexible Respite programs in the Riverina and Cootamundra areas currently have 70 clients, carers and families accessing services. Many people are from remote and isolated areas and access up to three hours of respite each week, specifically designed to suit their individual needs. These Flexible Respite Services are now available in the self managed model of delivery.

## Community partnerships

New partnerships were formed with Intereach and Kurrajong Early Intervention Service to deliver sibling support groups and build closer ties with the local community.

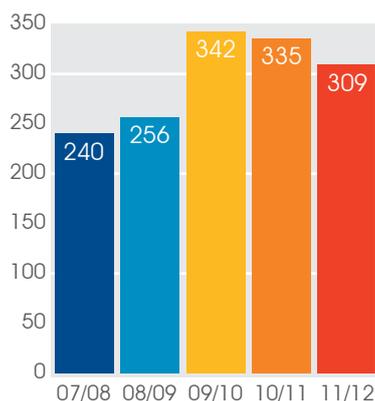
Northcott has worked closely with the Muscular Dystrophy Association and InterLink to provide a more effective service to clients and carers with these particular needs.

## Future directions

Addressing local needs in the areas of accommodation and transitional services will be a key focus for the region, with these services identified as a particular area of need.

In addition, staff are working towards expansion of the Community Participation Programs both in Wagga Wagga and across the region with an overall objective of providing more choice to people receiving services.

## Clients by program



“Lake Haven is a real home. I now live just 10 minutes away from my son Josh so it means he is able to visit a couple of times a week.”



“Lake Haven is wonderful for me. It’s a real home with younger people. I now live just 10 minutes away from my son Josh so it means he is able to visit a couple of times a week. He loves coming here. The home has also helped me take part in the community more. My carer comes to help me every Thursday and we often go down the street to the local community. Everything is so much better since moving here.” Kerrie Matthews, Northcott Client

Kerrie is one of the housemates sharing Northcott’s new supported accommodation house in Lake Haven. At 29 years old, Kerrie was diagnosed with multiple sclerosis (MS), an autoimmune disease which attacks the central nervous system. For almost 10 years, Kerrie was able to live and care for herself at home with some support. When her condition deteriorated and she required a higher level of care, Kerrie was forced to live in an aged care home for five years where the elderly residents were regularly dying around her. This year, Kerrie moved to Northcott’s Lake Haven house for younger people with a disability. The home is close to her son Josh, who can visit whenever he wants and even sleep over to spend more time with his mum.



## Types of services



Day Programs



Employment



Individual & Family Support



Therapy

## Achieving our objectives

Additional staff were appointed to meet the increasing community need for Northcott's Individual Community Participation Program, EarlyStart Diagnosis Support and Early Childhood Intervention Services, which are all operating at capacity. Waiting lists have been developed for these popular programs.

Additional funding for the Early Childhood Intervention Service enabled an extra day of service each week from the occupational therapist and speech pathologist and the appointment of an additional physiotherapist. Clients accessing the services grew from 10 to 15 as a result of the increased availability of therapists.

Northcott's family support worker continued to play a valuable role in providing the local community and families with information related to support networks and services. A highlight was an information session co-ordinated with the Early Childhood Intervention Coordination Group for 70 parents who have a child with a disability starting school in 2013.

The office hosted a 'Sunday Funday' event for 30 families, providing the opportunity for socialising with others facing similar challenges.

Many clients of the Individual Community Participation Program achieved their goals. Highlights included helping one client travel to Paris to compete in the inaugural Power Soccer World Cup Finals and assisting another client gain weekly part-time employment. The new option of a self managed model for Day Programs now gives clients greater control over their funding and service choice.

## Community partnerships

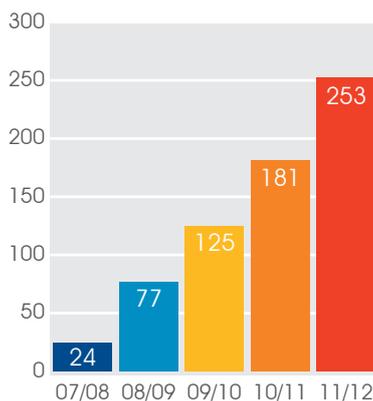
The Intensive Family Support Program worked closely with Autism Spectrum Australia (ASPECT) and the Department of Psychological Medicine at The Children's Hospital at Westmead, resulting in new referrals.

To assist clients accessing the EarlyStart Diagnosis Support program, Northcott built strong partnerships with Inclusion Support Agency, Blue Mountains Child and Adolescent Development Unit, Lapstone Early Intervention, Blue Mountains Family Support, and Penrith, Hawkesbury and Mountains Early Childhood Intervention Coordination Programs. These groups provide sibling support groups and information/parent education sessions.

The Community Participation Program partnered with a range of community groups to enable clients to achieve their individual goals. These included three local gyms providing personal training services to clients, therapy providers throughout the region, a drumming teacher, DJ skills tutoring school, an employment services provider and an Auslan interpreter service provider.

Northcott's speech pathologist developed a strong network with local speech pathologists through involvement in the Greater Western Sydney Interagency meeting. Similarly, the Family Support Worker developed good relationships with local services through the Early Childhood Intervention Coordination Program. These have helped to provide improved links to Northcott clients.

## Clients by program





“Our experience with Northcott was life-changing. The

key difference was that the assistance focused not only on our son Xavier and his behaviour issues, but on how Julie and I could cope with and best manage that behaviour. The springfree trampoline has delivered the single biggest impact, by allowing Xavier to release his energy and frustration. This circuit breaker has dramatically improved the quality of our lives and we are very grateful.”

Randall Walker, Xavier’s father

A 12-week intensive family support program with Northcott made a world of difference to Xavier and his family.

**“The springfree trampoline has delivered the single biggest impact, by allowing Xavier to release his energy and frustration.”**

### Future directions

Northcott aims to continue building strong community presence by strengthening existing networks and linking with mainstream services to better support clients. A marketing plan for the region is in place to facilitate this.

Focus is on increasing the number of clients from Aboriginal, Torres Strait Islander (ATI) or

culturally and linguistically diverse backgrounds (CALD). These demographics currently make up 11.1% (ATI) and 12.5% (CALD) of clients accessing Nepean’s services.

New groups and information sessions are planned, building on community partnerships. Key priorities include hosting a Positive Parenting Program course with other accredited providers and developing a group specifically for parents of those on the waiting

list to assist them in becoming their own case coordinators and learning skills to advocate on their child and family’s behalf.

Understanding how to improve the overall service provision including intake procedures, efficiency and prioritisation will underpin activities and developments. The use of client consultation meetings, regular reviews and other effectiveness monitoring will be key.



## Types of services



Accommodation



Day Programs



Individual & Family Support



Recreation & Leisure



Respite

## Achieving our objectives

The Flexible Respite Service, which is now available in the self managed model, has worked to provide greater flexibility for participants. Clients used funding for family holidays, equipment purchases, membership fees, and in-home and community access respite.

Separate respite camps were held for adults and children, providing participants with new opportunities, friendships and a break from their normal routine.

The self managed model also became an option for clients accessing the area's Day Programs.

All participants in the 2011 Transition to Work program in Hornsby secured employment after graduation. The program grew from 12 clients in 2011 to 15 in 2012.

The Family Support Program evolved to see families move through the service once they have achieved their goals. This has led to shorter waiting times and more families accessing the program. The success of the program has resulted in some families choosing to re-enter the program as they identify new goals.

The EarlyStart Diagnosis Support program worked with families to implement person centred tools. Positive feedback was received from all families who used the tools, including person centred profiles, to guide other service providers involved with them.

The annual Client Christmas Party, held at St Ives Village Green, was a great success with around 100 clients and their families attending. Thank you to the St Ives Rotary Club for its support.

Northcott's Housing Links transitional accommodation property in Ryde received a steady stream of referrals from social workers throughout Sydney, resulting in an increase in applications. Throughout the year, the house was almost always fully occupied with four people using the transitional accommodation service over different periods. A highlight for staff was the positive outcomes achieved by one client with an acquired spinal cord injury who returned to his passion of gardening by creating a veggie garden at the property. The service also helped many residents establish their own home once they were offered suitable accommodation through Housing NSW.

## Community partnerships

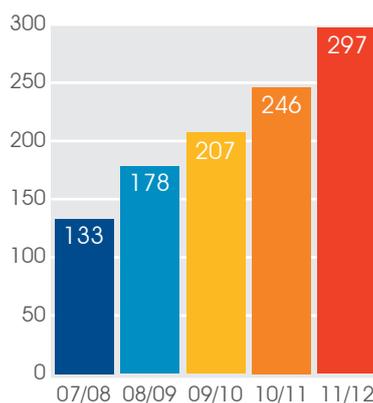
A partnership was formed with the Hard Rock Café in Darling Harbour, resulting in work experience opportunities for Transition to Work participants, volunteer opportunities with the North Sydney Family Support and Flexible Respite programs for Hard Rock Café staff and a sponsored lunch for 13 siblings of clients.

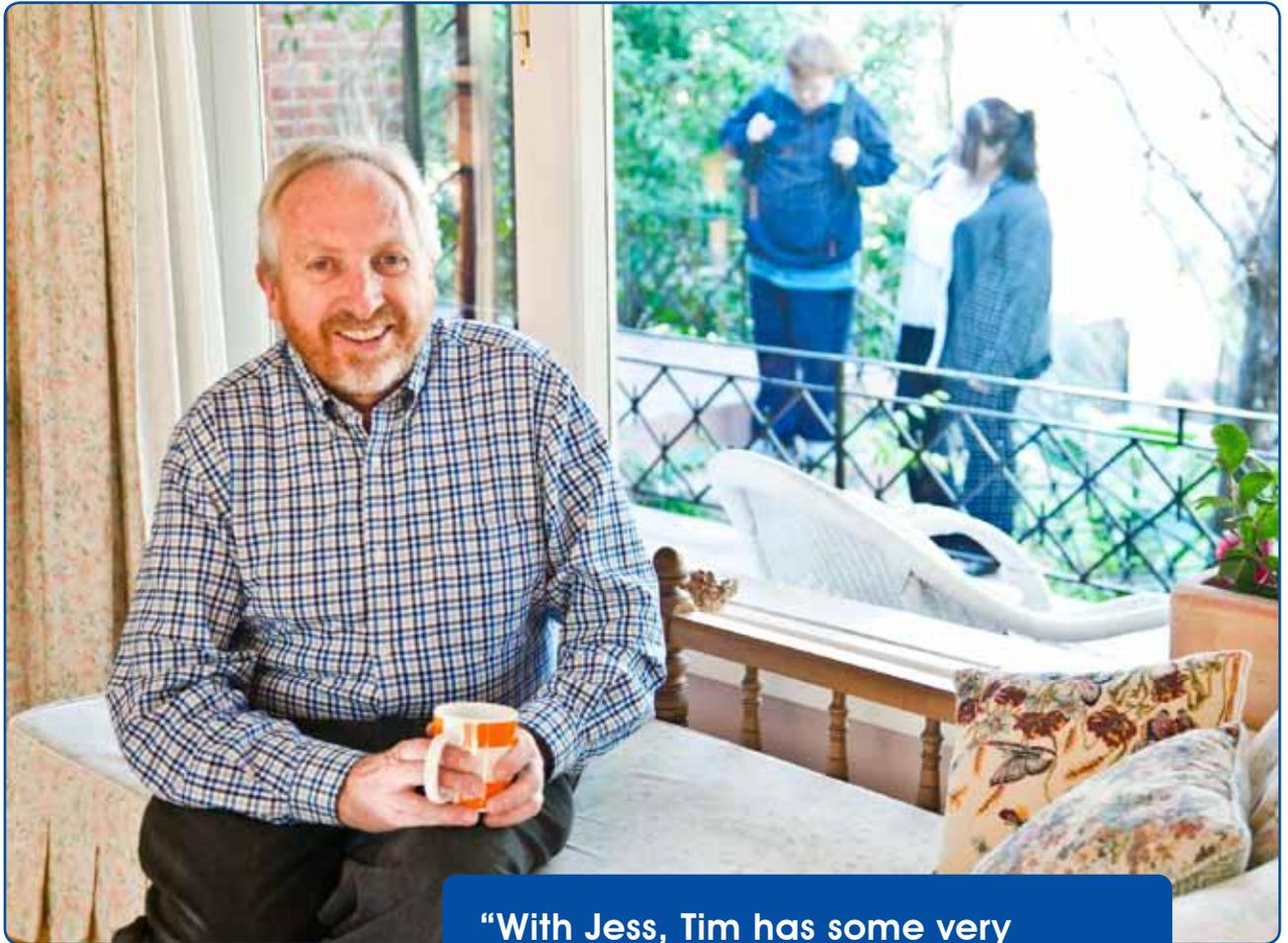
The local respite programs partnered with Flintwood Disability Services to enable families who have previously used Northcott's Flexible Respite Program to access known support workers via brokerage.

The EarlyStart Diagnosis Support program partnered with the Benevolent Society and Lifestart to create a program for fathers focused on how to play with their children. The program is funded by Ryde Council and will be offered to all fathers.

Westfield Hornsby generously raised close to \$4,000 for

## Clients by program





**“With Jess, Tim has some very important one-on-one time with a young person...For me, these few hours every week offer some very precious respite.”**

Northcott’s respite camps for clients and the annual Client Christmas Party.

### Future directions

Northcott aims to continue to develop and expand the Transition to Work Program with more opportunities and activities offered to attract participants.

The Community Participation Program is developing services for the Manly Warringah and Pittwater regions, to help address demand and a gap in services.

Further refinements to the respite programs will be investigated in order to ensure clients have choice, flexibility and access to a variety of activities.



**“Tim’s outings with his Northcott carer Jess provide him with the opportunity to do a variety of community activities such as swimming, bowling and animal farm visits. This is important for his social skills, personal development and most of all his enjoyment of life. With Jess, Tim has some very important one-on-one time with a young person, who is not only his carer but who also cares for him and his needs. For me, these few hours every week offer some very precious respite and the opportunity to do my own thing, whilst knowing Tim is well cared for.”**

Will Strachan, Tim’s father

Will is Tim’s father and full-time carer. The personal time he receives each week from Northcott’s Ageing Parent Carers Flexible Respite Service is just as important to his routine as it is for Tim’s social activities and interaction with the wider community.



## Types of services



Accommodation



Day Programs



Employment



Equipment & Technology



Individual & Family Support



Recreation & Leisure



Respite



Therapy

## Achieving our objectives

Changes to the respite guidelines from Ageing, Disability and Home Care allowed the Flexible Respite and Respite for Older Carers programs to deliver more person centred services and meet individual client needs. As such, staff helped many families organise a long overdue holiday.

Parramatta's Jobmatch service reached its annual target of 60 job placements, a 28% increase on the previous financial year. The Jobmatch Challenge to place 12 people in employment in a 20-day period helped to drive up placements.

Renovations were completed at the North Rocks Centre Based Respite Service, providing improved surroundings and TVs and DVDs in all bedrooms.

The Parramatta Centre Based Day Program, which is now available as a self managed option, continues to lead the way in person centred initiatives. Three Client Person Centred Champions joined a Staff Person Centred Champion at several state and national conferences, sharing their stories and views on person centredness. Highlights of the Day Program included the inaugural performance of "Shine", a showcase by clients and the introduction of a weekly stall at Parramatta Farmers Market for clients to sell jewellery, art and garden produce made, designed and grown within the program.

The Western Sydney Therapy Service implemented an outcomes tool to measure families' perceived outcomes of the services provided to them. The tool is a modified version of the Canadian Occupational Performance Measure and helps to

evaluate how much progress parents perceive has been made as a result of the service provided.

The EarlyStart Diagnosis Support program produced a resource booklet for families with a child with a suspected disability. It is designed to help guide them through the diagnosis and reduce anxiety.

The Transition to Work Program managed its highest client intake to date, with 44 clients participating. At the end of the program, 67% of job ready clients were placed in employment, a 52% increase on the previous year.

## Community partnerships

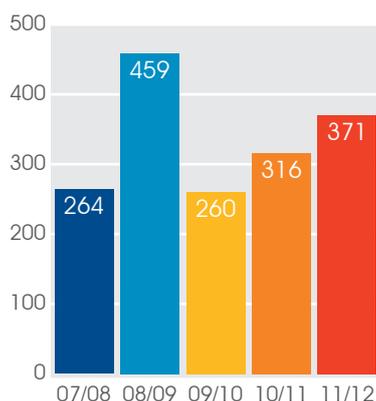
Jobmatch partnered with the Motor Traders Association of NSW (MTA) to provide on-going employment opportunities for people with a disability. Under the arrangement, MTA provides training and Northcott provides a call centre facility. In 2012, five clients were placed in permanent employment as part of the partnership.

Riverside Theatre at Parramatta provided opportunities for clients to attend drama and film workshops. Some performance pieces and videos by clients were showcased to the community.

The EarlyStart Diagnosis Support program partnered with Westmead Hospital's Child Development Unit to facilitate 'Getting Started' information sessions for parents with a child with a suspected disability. The partnership has also led to an increase in referrals to the service.

Commonwealth Bank (CBA) partnered with the Transition to Work Program to provide work experience opportunities. Five clients completed a CBA placement

## Clients by program



in the first half of 2012. Macquarie Community College also partnered with the program to present a Business Administration Statement of Attainment to clients.

### Future directions

Focus will be given to raising awareness of new person centred initiatives and lifting Northcott's profile within the local community.

Measures are in place to increase client numbers in several programs and continue to develop and pursue new partnerships and fundraising opportunities with other service providers and businesses in the area.

Following the success of Jobmatch in 2012, plans are underway to expand the service to other metropolitan and regional locations.



“Northcott has had a massive impact on my life, particularly at school and growing up.”



“Northcott has had a massive impact on my life, particularly at school and growing up. There were so many barriers to overcome with moving to a wheelchair permanently.

Northcott has kept me motivated and helped me to pursue things I actually want to do. Being a Client Ambassador in 2012 has been a pretty cool experience. I have met so many people with different experiences and done so many things I wouldn't have normally done. My next challenge is to represent Australia at the Powerchair Football Asian Cup next year.” Peter Dalrymple, Northcott client

Peter has always loved sports and first became involved with Northcott at age nine, when he used the Recreation service. He attends the Community Participation Program and is a role model for people with disability through his position as a Northcott Client Ambassador and sporting achievements.

# Inner West



## Types of services



Accommodation



Day Programs



Individual & Family Support



Respite



Therapy

## Achieving our objectives

A Carer Support Group was established in October and is proving to be a great success. The group meets bi-monthly and is providing general support to participants as well as helping carers develop useful skills.

Day Programs and Flexible Respite are now offered in the self managed model, providing greater control for clients.

Significant work has been undertaken to improve service delivery by incorporating more person centred practices. Clients have created one-page profiles and developed their own PATH (person centred planning tool) to identify and achieve goals.

Major renovations at Roselands Respite House were completed and the House was reopened by Brian Robson, Mayor of Canterbury in November 2011. The renovations included adding a new rumpus room, building a fully accessible kitchen with height adjustable bench tops and stove top and modifying the bedrooms and bathrooms. The garden was also improved with an accessible pathway and raised garden beds added to enable clients to participate in a gardening program.

With Northcott's assistance, clients have participated more actively in community life, including being involved in community meetings for statewide consultations on

## Clients by program



Person Centred Approaches, the Canterbury Council Disability Access Committee, RailCorp's information and communication forum on accessibility and a local government forum seeking opinions on local issues within the community.

An increase in volunteers working at programs including the Out of School Hours Vacation Program and Centre Based Respite Program has enabled new activities to be offered. Highlights include the new pamper days for children and a resource book of activities to encourage motor skills, that was developed by volunteers.

## Community partnerships

Legal Aid Liverpool has partnered with Northcott's Carer Support Group to provide information on legal matters including planning for the future.

The University of Western Sydney and Eremeran Hills Study Centre in Pennant Hills continue to provide volunteers to work at Northcott's programs, enhancing services for clients.

Working partnerships have continued with The Junction Works, Cabramatta Respite, Minto Heights and Life Without Barriers, ensuring a consistent service for clients.

Hurstville Charity House donated a facility free of charge for clients to use whilst renovations to the Roselands Respite House were completed.

Burwood Westfield has continued to support Northcott through various fundraising days and other events, all of which have helped to raise Northcott's profile within the local community. A highlight was the Christmas event held at Westfield for clients and families.

## Future directions

The Inner West team is exploring opportunities for incorporating more flexibility into its program to support person centred approaches and better tailor services to the needs and wants of clients.

Plans are underway to expand the Community Participation Program, including considering a second site for the program, if community need is identified.

The new Carers Support Group will continue to evolve as new partnerships are formed and feedback is received from participants.

**"Going to respite has contributed a lot not only to me, but also my whole family... I feel privileged to have been linked with Northcott for such a long time."**



**"Going to respite has contributed a lot not only to me, but also my whole family. My family do their best to deal with my disability, but it's good that I can give them that extra bit of time out. I like to do a bit of everything at Roselands. I really like how the renovations have been done. We have more room to do the things we enjoy. I feel privileged to have been linked with Northcott for such a long time. The organisation really knows how to look after people with disabilities."**

Aaron McMahon, Northcott client

Aaron has been involved with Northcott for more than 10 years. He attends the Community Participation Program at Roselands four days a week and is really pleased with the new garden and extra space the refurbishment has allowed.



## Types of services



Accommodation



Community Development



Individual & Family Support



Respite



Therapy

## Achieving our objectives

The provision of therapy services through the Northcott Early Childhood Autism Service (NECAS) significantly increased. Occupational Therapy and Speech Pathology services are now being delivered.

Northcott staff participated in the annual Swimathon for Cystic Fibrosis, in February 2012. The Northcott team included staff from Family Resource Links as well as carers from the Cystic Fibrosis support group, people with Cystic Fibrosis, family members and Bryan Doyle, Member of Parliament for Campbelltown.

A cultural grant from Camden Council funded new activities and events for the Family Resource Links supported playgroup.

The 'Yarning Circle' Aboriginal Carer Support Group has continued to grow. More local service providers are showing an interest in the group and there has been a significant increase in referrals to other services and organisations. Many local elders and community members are also more actively involved in Northcott events and activities.

Staff from Campbelltown Office were involved in the delivery of a new workshop to teach parents how to use iPads and apps in an educational way with their children. The 'Apps in Action' workshop has now been presented throughout NSW.

## Community partnerships

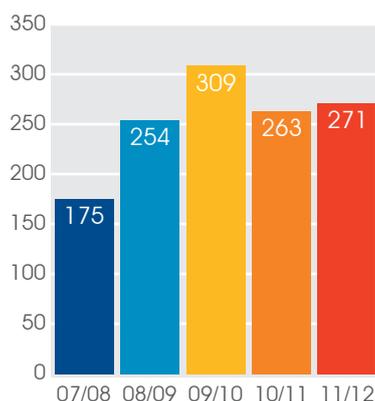
Family Resource Links partnered with the Department of Education and the Benevolent Society to deliver a weekly supported playgroup for Aboriginal families, which operates from Briar Road Primary School in Airds. Holding the playgroup at the local school helps to provide more positive experiences for families and children when transitioning from playgroup to preschool and kindergarten, as well as being able to provide resources and refer families to local services.

Groups including Macarthur Disability Services, The Haven Project and Macarthur Community Options partnered with Northcott to participate in and provide support to the Aboriginal Carers Support Group. This is helping to increase the carers' understanding and knowledge about local services and support available to the Aboriginal community.

The Macarthur Case Management Program worked very closely with the local Aboriginal Intensive Family Support Service to ensure consistent communication whilst families transitioned between services.

Busby Itinerant Support Unit partnered with Northcott to provide a supported playgroup. Family Resource Links assisted the hearing impaired playgroup by sharing resources and information with staff. Further opportunities for collaboration will be explored.

## Clients by program



### Future directions

Staff in the area hope to increase the level of consultation and communication with families and local organisations, to help drive initiatives and build awareness in relation to the National Disability Insurance Scheme.

The office will continue to grow relationships, networks and partnerships throughout the South West Sydney region to increase brand awareness, knowledge and access to services, engage with a broader range of clients and communities and attract sponsors and funding opportunities.



**“Northcott caseworker Lisa made such a difference when I felt stranded and alone with nowhere else to turn.”**



**“Northcott really goes above and beyond to help my family. The unbelievable level of support has been worth the wait. The practical help from Northcott caseworker Lisa made such a difference when I felt stranded and alone, with nowhere else to turn. For example, when we had no car, Lisa arranged taxi vouchers so I could take the boys to school. She literally delivered them by hand at just the right time. I don’t know what I would have done without her help.”**

*Mandy Licciardello, mother of Joseph, Anthony, Michael and Timothy*

With four young boys (including triplets) all with a diagnosis of Autism Spectrum Disorder, Mandy Licciardello has her hands full. Northcott’s supported playgroups and case management has helped to ease the burden and allow Mandy to help herself and her family.





# Organisational Performance

# Our Management Structure

KERRY  
STUBBS



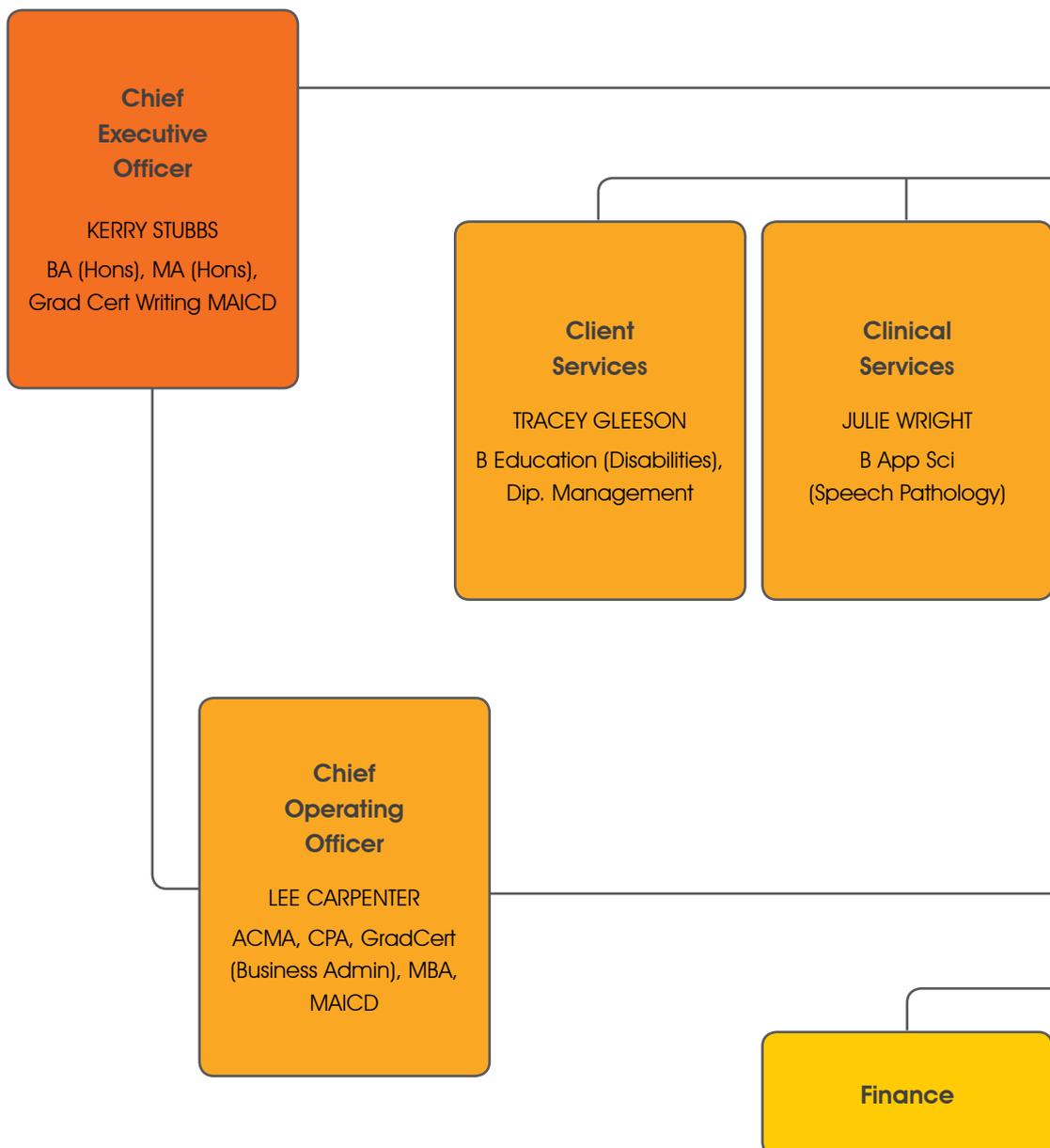
LEE  
CARPENTER



TRACEY  
GLEESON



JULIE  
WRIGHT



MIKE  
SALINOS



KYLIE  
PIKE



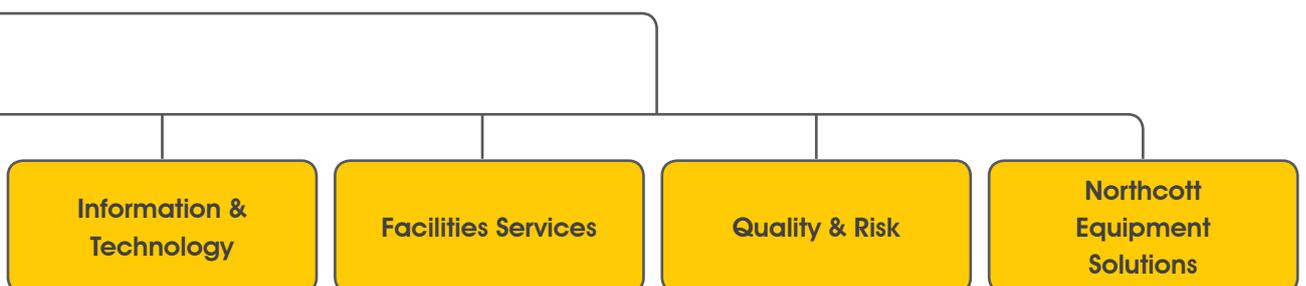
TEREZA  
CULINA



REBECCA  
RODWELL



LIZ  
FORSYTH

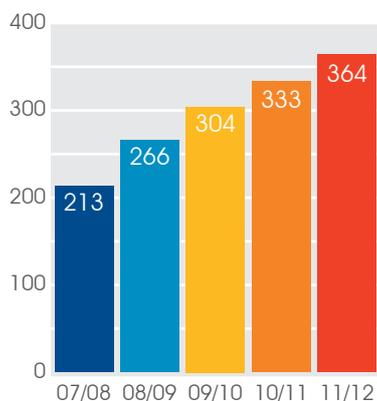


# Our Staff

In 2011/12 Northcott Disability Services employed 614 staff across its 25 sites and offices in NSW, with the majority working in community services roles directly with clients.

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

## Full Time Equivalents



## Staff profile



CS: Corporate Services  
AH: Allied Health

## Staff numbers

CATEGORY	FULL TIME		PART TIME		CASUAL		TOTAL
	Male	Female	Male	Female	Male	Female	
Allied Health	2	37	3	19	0	0	61
Community Services	19	67	20	111	57	156	430
Corporate Services	28	33	7	39	7	9	123
<b>TOTAL</b>	<b>49</b>	<b>137</b>	<b>30</b>	<b>169</b>	<b>64</b>	<b>165</b>	<b>614</b>

## OUR VALUES

Northcott strives to foster a values-based culture incorporating its core values - Friendly and Considerate; Committed and Enthusiastic; Innovative and Responsive; Ethical and Courageous; Professional and Competent - across all areas of the organisation. Staff are recognised for their achievements and outstanding performance through an Employee Recognition Program aligning with the core values. Clients and their families regularly praise the work and dedication of staff.

## OUR WORKPLACE PROFILE

In 2011/12, Northcott employed 364 Full Time Equivalents, up from 333 in 2010/11. Only 30% of Northcott's staff worked full-time, but these full-timers contributed half of the hours worked. Northcott's workforce was predominantly female (77%).

As a service-based organisation, the majority of Northcott's employees worked in a community services role (70%), with 20% of staff employed in positions supporting the operational functions of the organisation. The small remainder (10%) worked in allied health roles, such as occupational therapy and speech pathology.

**"We were very impressed with the professional Northcott process and highly commend your services to any family."** Randall Walker, Northcott parent

## TRAINING AND SUPPORT

In 2011/12, Northcott provided a range of training and development opportunities for staff at all levels. These included internal and external courses as well as support for traineeships and other qualifications. Training sessions covered topics including safety, compliance, personal and professional development, person centred approaches and management skills.

### Induction program

As a result of Northcott's geographical dispersion, orientation of new staff has long presented difficulties in terms of uniformity and consistency across locations. To address this, a workbook covering key orientation topics was developed by Northcott's Learning and Development Team. The workbook will now be used in all locations and can be completed either in hard copy or online. Topics covered include: ethical practice, safe work, medical and client care, managing client records and management skills.

### Skills audit

A Training and Skills Audit was completed in April 2012. Analysis of the data has provided a comprehensive picture of training gaps, enabling Northcott's Learning and Development team to determine training opportunities for 2012/13.

### Management training and other qualifications

Throughout 2011, Northcott ran an in-house Diploma In Management course, comprised of eight modules each of which included content specific to Northcott. Nineteen managers completed the Diploma.

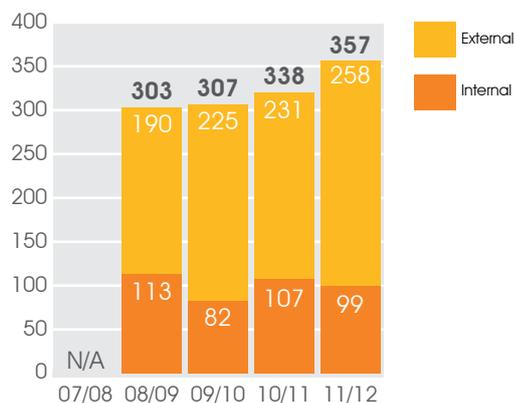
In April 2012, Northcott commenced a Certificate IV in Frontline Management, with 21 Team Leaders and Supervisors participating. Conducted at Northcott's central office in Parramatta, it comprises four blocks, each taking three days. Content has been revised to include information specific to Northcott.

In addition, some staff are also undertaking or recently completed an Advanced Diploma in Management, Certificate IV in Disability Work, Certificate IV in Human Resources, Certificate IV in Training & Assessment, Certificate IV in Business Administration, Certificate IV in Project Management and Certificate III in Employment Services.

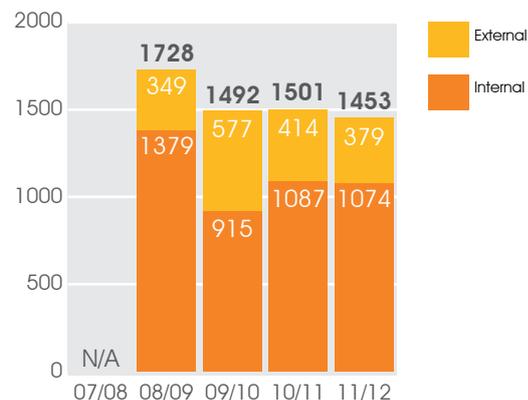
### Total training offered

Staff participated in 357 courses during 2011/12, with many people attending multiple courses and sessions.

#### Number of training sessions



#### Number of attendees



# Work Health and Safety

Northcott Disability Services remains committed to providing an environment for its staff and clients that is safe and without risk to health. The implementation of the Work Health and Safety Act (2011) across NSW and ACT in January 2012, provided an opportunity to review and develop our existing policies and procedures to support the changes.

In 2011/12 Northcott's performance across a number of safety indicators was encouraging.

The organisation experienced a moderate increase in the Lost Time Injury Frequency Rate (LTIFR) to 10.13, however this still remains well below the sector benchmark rate of 17.26.

Northcott recorded a reduction in workers compensation costs relative to wages. This was largely as a result of the priority given to ensuring timely and sustainable return to work outcomes. The workers compensation premium, expressed as a percentage of total wages, fell from 2.58% in 2010/11 to 2.0% in 2011/12.

There was also a slight reduction in the total number of reported incidents, decreasing from 31 in 2010/11 to 28 in 2011/12. In terms of the types of lost time injuries, 43% occurred as a result of a strain. This figure, which is similar to last year's result, is a reflection of the high volume of manual handling involved in direct care work. Psychological lost time injuries accounted for 29% of all lost time injuries and bruising and fractures each accounted for 14% of all lost time injuries.

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

Hazard identification and risk control also continue to be key elements in Northcott's approach to workplace safety. With steady growth in the number and variety of services offered over the past year, the type of risks Northcott staff are exposed to on a daily basis has become increasingly diverse.

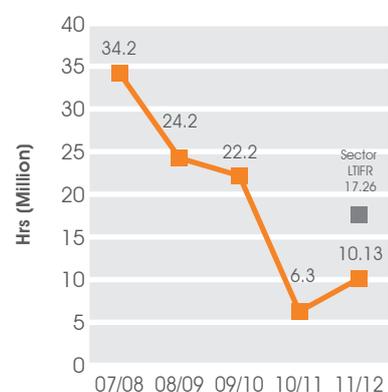
Consultation continues to take place on both a formal and informal basis. Structured Work Health and Safety

committees representing regional and metropolitan areas remain a primary consultative mechanism. In addition, Northcott plans to continue to explore the most effective and efficient means by which to engage external stakeholders in areas of health and safety.

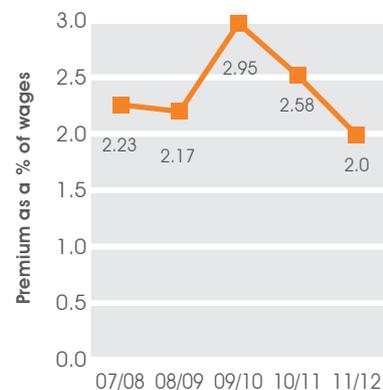
Exciting challenges lie ahead in the coming year as Northcott moves towards a more systematic approach to the way it responds to incidents. The implementation of an integrated incident management system in July 2012 will enable a more advanced way of monitoring trends and tracking performance against internal and external benchmarks.

## Lost Time Injury Frequency Rate (LTIFR)

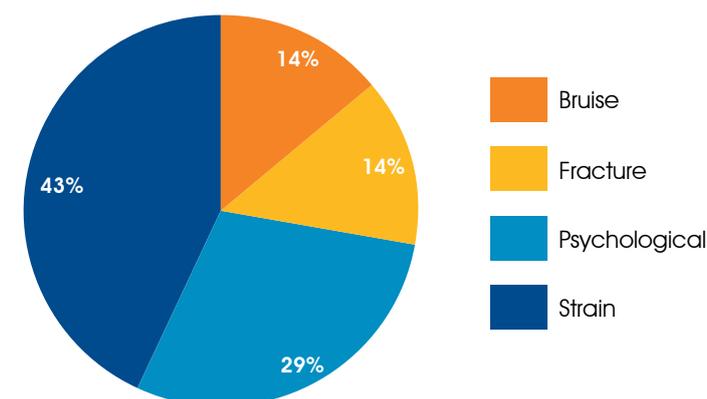
LTIFR is measured as the number of lost time injuries per million hours worked



## Compensation premium as a % of wages



## Nature of injury (2011/12)



# Quality, Risk & Feedback

Northcott's Board of Directors and the Senior Executive Team have ongoing responsibility for ensuring Northcott operates in accordance with all legislative requirements and is accountable to its stakeholders for providing quality services to clients and a safe and supportive environment for staff, visitors and contractors.

Quality services and providing a safe environment are achieved via the management of risk and the use of effective quality management systems. At Northcott, risk assessment underpins all our processes, as we seek to achieve a safe environment while encouraging initiative, innovation and personal development. This is not only essential for staff but also for clients if we are to meet our purpose of building an inclusive society where people are free to live the lives they choose. Quality assurance and continual improvement in Northcott services are integral in improving the organisation's overall performance.

Northcott's strategic planning process embraces the ever-growing recognition and requirements set by funding providers for organisations to participate in a quality improvement process. Acknowledging these requirements, the organisation has achieved the following Accreditation and Certification:

- AS/NZS ISO 9001:2008 – Jobmatch Employment Service
- National Child Care Accreditation Standards

In addition, Northcott maintains compliance with the following legislation and standards:

- The Equal Opportunity for Women in the Workplace Act 1999 Act
- Housing Act 2001 (NSW)
- Children and Young Persons (Care and Protection) Act 1998 and Children and Young Persons (Care and Protection) Regulation 2000
- National Standards for Disability Services
- Disability Service Standards NSW

Northcott's internal systems and procedures are continuously monitored, reviewed and improved through a number of channels, including internal committees (see page 91 for committees and structure).

## Quality Review Committee

The Northcott Quality Review Committee was established in 2011 to monitor the quality of service provided, and to ensure continual improvement occurs across the organisation. The Committee is also responsible for ensuring an effective complaints resolution system.

Comprising members of Northcott's Executive Team, senior managers and staff, client and external representatives (one each), the Committee meets bi-monthly and reports to the Finance and Properties Committee of the Board.

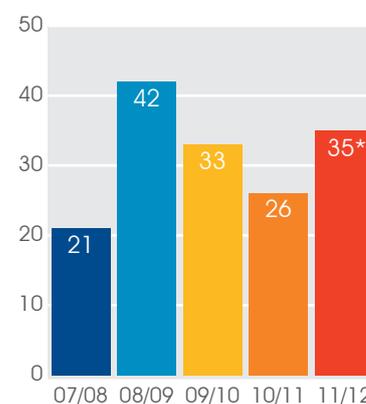
## Incidents, complaints and risk management

Northcott's Board and Executive team strongly believe that client and stakeholder feedback such as complaints, suggestions and compliments are crucial to effective service delivery and the ongoing development of the organisation.

A complaints and suggestions register is used to record and track all formal feedback received from stakeholders and clients and families accessing Northcott's programs and services. Feedback is also sought through staff and client surveys, service/program reviews and by encouraging informal feedback from program participants. This year, a Client Consultation Policy and Procedure was developed.

In some cases, feedback may lead to improvements or changes in organisational or program policies and practices. For example, in July 2011, eight objections were received in relation to the revised earlier closing time of the Tamworth Centre-Based Respite House. As a result, the closing time reverted back to the later time to meet the needs and wishes of users.

## Number of Complaints



\*Eight complaints related to the new closing time of the Tamworth Centre-based Respite House, which reverted back to its original later time as a result of the feedback.

# SpineCare Foundation

Founded in 1981, the SpineCare Foundation has been a division of Northcott Disability Services since 2002. It supports education and service provision for children, young people and their families affected by spinal cord injury, and promotes research into childhood spinal conditions. Together with Northcott and funding from NSW Health, the Foundation operates the NSW Paediatric Spinal Outreach Service (PSOS, see page 23).

In November 2011, the SpineCare Foundation participated in Spinal Cord Injuries Awareness Week for the second time. This is an important national campaign that aims to raise awareness about the effects, causes and preventative measures of spinal cord injury. SpineCare marked this event by participating in the Paraquad 'Wheels for a day' activity and sharing client stories with local media. The SpineCare Coordinator also assisted with the development and distribution of an educational campaign focused on transverse myelitis, a non-traumatic form of spinal cord injury.

This year, the Foundation awarded four Gregory and Dolores Farrell Scholarships to support young people who use a wheelchair to attend tertiary education. These were selected from 17 worthy applicants. Scholarship recipients are undertaking Bachelor degrees in Business and Commerce, Arts and Education, and Communications and Media. The scholarships help to ease some of the financial pressures of tertiary education, such as transport costs and resources, and helps students focus on their studies.



## Northcott Conference and Function Centre

This is a commercial venture of Northcott Disability Services operating from Northcott's Parramatta office. It provides state-of-the-art meeting rooms, a commercial kitchen, accessible toilets and conference facilities and services for hire for corporate events and private functions. Revenue generated from the facility funds some of Northcott's services and programs. On some days, as many as 330 people may be onsite at Parramatta attending functions held in the conference rooms.

This financial year bookings continued to grow with customers including community groups, government agencies, and other not-for-profit (NFP) organisations. In line with Northcott's commitment to supporting the NFP sector, all community groups and NFPs received a subsidy off the commercial rate. NFP customers included Seatspot, Friends of Old Government House, Downs Syndrome NSW, Ability Options and Australian Rotary Health. The division also worked with Transition to Work and Jobmatch to train and work prepare clients.

In the coming year, an upgrade of the audio-visual equipment will allow wireless screen and audio sharing from iPads, offering improved accessibility for non-verbal clients presenting in the function rooms.

For more information  
or to book a function,  
please phone  
**02 9890 1036** or  
email [enquiriesncfc@northcott.com.au](mailto:enquiriesncfc@northcott.com.au)

# Tertiary Scholarships

Northcott Disability Services administers a range of tertiary scholarships for NSW students with a disability who are studying at university and TAFE.

The scholarships are awarded annually and include the Thomas Hepburn Lennox Scholarships, The Gregory and Dolores Farrell Scholarships, and scholarships awarded by a generous benefactor who wishes to remain anonymous. The Gregory and Dolores Farrell Scholarships were set up and are funded by the family of the late Gregory and Dolores Farrell. Gregory Patrick Farrell OAM was a founding Director of the SpineCare Foundation.

During 2011/12, 32 students received Northcott scholarships. Of these recipients, 20 are attending university and 12 are attending TAFE. One student withdrew from their TAFE studies in semester 1, 2012.

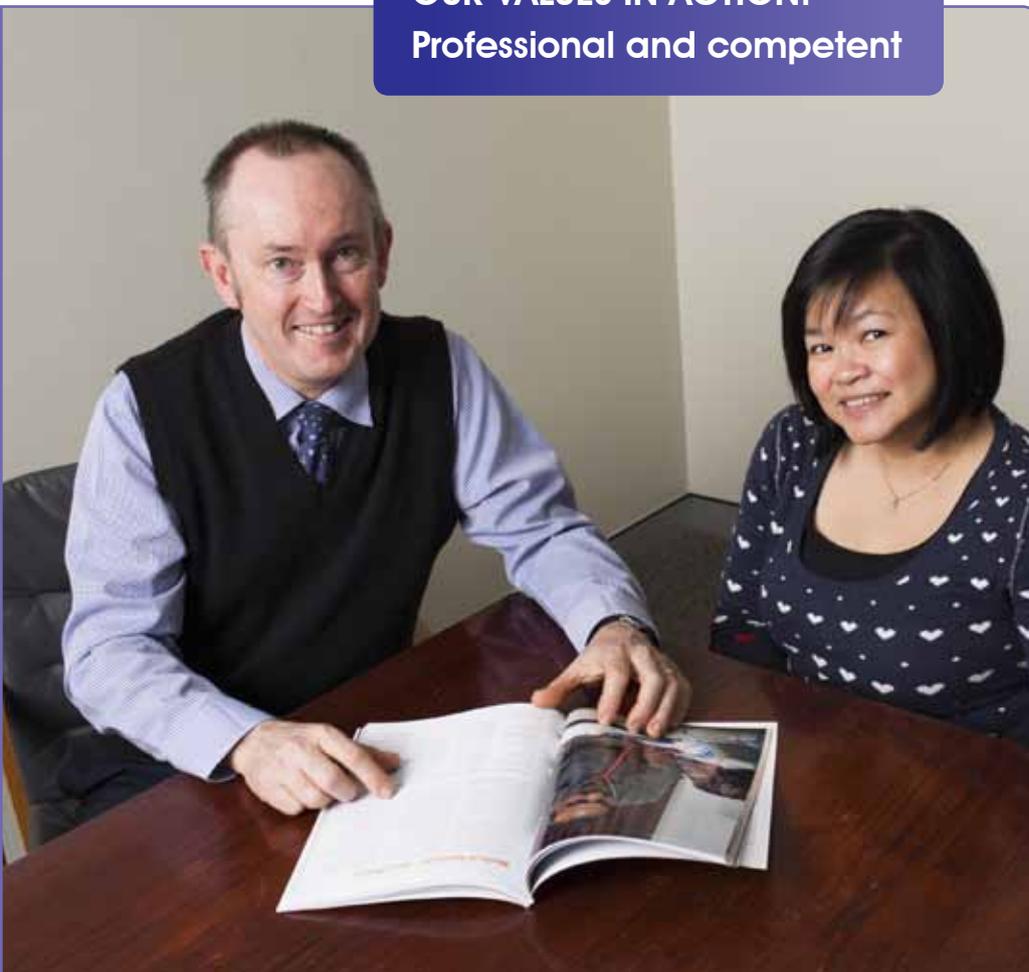
The scholarship recipients are undertaking a wide range of degrees and courses, with a high number of them gaining high distinctions, distinctions and credits.

Northcott's scholarships assist the students with some of the expenses associated with tertiary education, including the cost of travel and the purchase of textbooks, computer equipment and other resources that are directly related to their studies.

## SCHOLARSHIP RECIPIENTS 2011/12

Thomas Hepburn Lennox Scholarship	21
Gregory and Dolores Farrell Scholarship (under the auspices of the SpineCare Foundation)	4
Generous benefactor who wishes to remain anonymous	7
<b>TOTAL</b>	<b>32</b>

### OUR VALUES IN ACTION: Professional and competent



**“I get a real sense of satisfaction working with a team who genuinely want to help people to obtain work and all the other benefits that a job brings, such as inclusion, self-esteem, social valorisation, and of course financial stability. Northcott staff really care about the welfare of those with a disability and want to help those people to live a life that many people take for granted. I think it is a great achievement when we are able to successfully place a client in a job that suits their skills, abilities and situation.”** Don Thompson, Jobmatch Team Leader

Don leads Northcott's Jobmatch service which provides support, advice and jobseeking skills to assist people with disabilities or barriers to find employment in the open labour market. Don works with people who have major barriers to gaining employment, such as disability, homelessness, mental health issues, drug and alcohol problems and generally long term unemployment.

# Corporate Social Responsibility

## HELPING THE SECTOR

As a values-based organisation, Northcott Disability Services strives to support the disability sector by assisting other organisations that provide services to people with a disability. Northcott also aims to be a leader in the not-for-profit community through active representation on relevant committees and groups and by advocating on behalf of similar organisations.

### Post-Polio Network Inc. (NSW)

Northcott and the Post-Polio Network Inc. (NSW) have a long standing partnership, now formalised with a Memorandum of Understanding signed in 2009. To assist the self-funded membership-based organisation which is managed by volunteers, Northcott provides office space and equipment in its Parramatta office at nil rent. Volunteers have access to meeting rooms, the Northcott Auditorium and staff amenities. In addition, administrative assistance from Northcott helps manage the Network's volunteers and the cost of production and distribution of publications.

### Amputee Association of Sydney Inc.

The Amputee Association of Sydney Inc. is a not-for-profit organisation run by volunteers. It provides information about support and assistance for amputees living in NSW. The Association is housed in office space on the ground floor of Northcott's central office in Parramatta and receives a range of in-kind support and assistance from Northcott.

## Other support

Each local office has strong relationships with community groups and other organisations to promote services, offer support and share resources. In some cases, support groups and programs are run in partnership with specialist organisations, or at a venue provided free of charge by Northcott. One example is Northcott's partnership with Motor Neurone Disease NSW Inc. to run a bi-monthly support group at the Tamworth Respite House in the New England region. See Our Regions on pages 22-53 for more information about partnerships.

## ENVIRONMENTAL PERFORMANCE

Northcott promotes environmentally-conscious practices and strives to implement and encourage measures that help to prevent or minimise the organisation's impact on the environment.

### Fleet

The environmental impact from Northcott's vehicle fleet has reduced, largely as a result of the continuation of a new vehicle policy where salary packaging is heavily weighted towards economical vehicles. Most of Northcott's pool cars are 4-cylinder vehicles, with the exception of seven large wagons, all of which are LPG. The majority of management vehicles are also 4-cylinder, with a range of alternative fuel types.

Northcott's five most economical vehicles average less than 6 litres per 100km in real time driving. The fleet's average monthly CO<sub>2</sub>

emission levels is estimated to be 40.02 tonnes per month, 2% lower than in 2011, and the fleet's average monthly fuel usage (actual) dropped 397 litres per month from 2011 to 2012.

### Energy efficiency audit

In order to meet the requirements of various Government funding applications, Northcott engaged an accredited auditor to conduct an energy efficiency audit at its Parramatta office using the National Australian Built Environment Rating System (NABERS). NABERS is a performance-based system that rates a commercial office, hotel or residential building on the basis of its measured operational impacts on the environment.

Northcott's office building achieved a NABERS Energy rating of 2.5 stars, which is the average for most buildings throughout Australia. Northcott's goal is to achieve a 3 star rating in its next NABERS audit by implementing initiatives recommended in the audit report, such as recommissioning and optimisation of the air-conditioning system. This will help to reduce overall energy consumption and deliver direct cost savings.

# Research at Northcott

Research is firmly embedded in Northcott's mission to build an inclusive society. Our research culture encourages staff at all levels to recognise the importance of evidence-based practice in delivering improvements across the organisation.

Northcott's Planning and Development Unit (PDU) is responsible for driving research and development, introducing new processes and systems and encouraging research partnerships with universities and other service providers. The PDU supports staff to develop systems and projects that respond to sector innovation, legislative compliance and evidence-based practice. It oversees research initiatives and provides support, guidance and funding for research-related projects and conference presentations.

The PDU keeps staff and clients informed about Northcott research projects, in addition to research opportunities and projects conducted by other organisations, via the Northcott website.

## SUPPORTING RESEARCH

Established in March 2011, the Northcott Research Fund provides funding support for staff and clients wishing to undertake research relevant to Northcott priorities.

Funding allocations are made by the Northcott Research Committee, an independent committee of research and service delivery experts chaired by Northcott's CEO. The Committee meets three times a year to review projects and applications for funding.

The Quality in Research Standing Committee (QiRSC) provides mentoring support to staff undertaking research or presenting at external conferences. Comprising Northcott staff and a representative from the Research Committee, QiRSC aims to promote high quality research and presentations, encourage staff and clients to undertake research activities and ensure quality and consistency in material.

In 2011/12, two research grants were allocated to staff-initiated projects that unfortunately were put on hold due to staff leaving Northcott.

The topics are:

- "What are the identifiable factors that contribute to sustained open employment in people with Spina Bifida and Hydrocephalus"; and
- "Quality, supportive environments for play: two case studies of children's centre-based respite facilities at Northcott Disability Services".

## NORTHCOTT'S PHD PROGRAM

Jo Ragen, the first recipient of Northcott's PhD program, is progressing well with her PhD studies with the Faculty of Health Sciences at Sydney University. Jo is aiming to gain an understanding about how people with a disability and their families navigate and negotiate advice and advice-giving from health care professionals surrounding their participation in everyday life. Jo will work with Northcott to see how her research findings can be integrated into the way Northcott supports people. Northcott's 2013 sponsored PhD recipient will be announced at the end of 2012.

## OTHER RELATED ACTIVITIES

Aligning with the strategic objective to strengthen ties with universities and promote research opportunities in the disability sector, Northcott is involved in several university-led reference groups. Highlights include the Master of Health Science (Developmental Disability) Reference Group at Sydney University, and the University and Disability Sector Therapy Project Reference Group.

This year, Northcott was involved in the NSW/ACT Australasian Society for Intellectual Disability (ASID) State Committee and Conference Organising Committee. Northcott staff also initiated and co-facilitated an Ethics Roundtable with ASID NSW. The aim was to promote consistency in research governance across the sector and discuss issues about ethical research governance. Northcott plans to continue its involvement in the ASID Ethics Working Party to work towards research best practice within the disability sector.

Northcott also became a member of the NGO Research Forum, a Sydney based group of non-government agencies with an interest in best practice research and evaluation.

## RESEARCH PROJECTS WITH UNIVERSITY PARTNERS

In 2011/12 Northcott collaborated with three universities on research projects.

### Early Intervention Assistive Technology (Macquarie University)

This project provided assistive technology services to children aged 0-6 years attending early childhood centres in Sydney and a regional town. Staff evaluated the effectiveness of the service provision, training and support, with assistance from Associate Professor Mark Carter of Macquarie University and a Project Reference Group.

A final report and resource material, provided to Ageing Disability and Home Care (ADHC), identified a need for assistive technology in early childhood centres and highlighted the importance of hands-on support and training during implementation.

### Aboriginal School Readiness (University of New South Wales)

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

To assist with the transition to school, early education, family

support and therapy were provided to children and their families in nine playgroups, preschools and schools. Families and staff received practical strategies, resources and information to support the children at home and in class.

The University of New South Wales Social Research Policy Centre, in conjunction with Northcott, is evaluating the effectiveness of the therapy services model. A baseline report has been provided to ADHC.

### Adult Transition (Charles Sturt University)

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 to assist them to move successfully through their transition.

Uses for the funding have included travel costs for services and medical reviews, modified individual parenting support courses, equipment trials, leisure groups, hydrotherapy, music therapy and hypnotherapy. Some participants have accessed therapy and trialed equipment for the first time or since leaving school.

Northcott and Charles Sturt University (Albury campus) are recording each participant's experiences and evaluating the services, information and support provided to inform future service delivery to this demographic.

## CONFERENCES AND PRESENTATIONS

Northcott strives to make a valued contribution within the sector by encouraging staff and clients to be involved in relevant conferences nationally and internationally.

This year, the PDU provided presentation and facilitation skills training and mentoring to 27 staff and clients identified as likely conference presenters. This focus resulted in two Northcott presentations at the National Disability Services (NDS) NSW Annual Conference (out of a possible eight submitted abstracts) and two Northcott presentations at the NDS National Conference (where five abstracts were submitted).

Presentations about Person Centred Approaches were another highlight, with more than 16 presentations delivered to other agencies by Client and Staff Person Centred Champions. These included Social Leadership Australia, Benevolent Society, Jewish Care, Easter Seals, Macarthur Disability Services and House With No Steps. Northcott's Person Centred Champions were also invited to present at several NSW conferences including the NDS National and State Conferences.

Northcott staff have been accepted to present at 12 international and national conferences in 2012/13.

## FUTURE DIRECTIONS

Northcott is building on its internal research capacity developed over the past four years, in collaboration with leading NSW research institutions. In the coming year research opportunities are available in

early childhood intervention in northern NSW and therapy services in the school environment in the Hunter. There is also the opportunity to explore research projects related to the National Disability Insurance Scheme and individualised funding.

## OUR VALUES IN ACTION: Innovative and Responsive



**“When I first heard about the iPad, I wondered what all of the fuss was about. After external training, I quickly realised that they are a great way to help children reach their therapy goals, and a relevant and innovative tool for the Early Childhood Autism Service.**

**“I researched apps that my team would find useful for their clients and I trained staff to use the iPad as part of therapy. Many iPad apps can be used in an educational way and they have so much potential in enhancing a child’s life. It’s important for Northcott to keep up-to-date with technology and therapy methods, and we feel it is also important to share our knowledge with families and other professionals.”**

Nichola Midgley, Northcott Speech Pathologist

Nichola demonstrates her ‘Apps in Action’ training session that helps families and therapists learn the best way to use iPads in an educational way with children.

# Our Sector

It has been a watershed year for disability services in Australia with sector reform at both State and National level. Led by the NSW Government's push to introduce a person centred disability system and individualised funding arrangements, the NSW disability sector has been buoyed by the Government's biggest ever investment in disability services funding and an unprecedented expansion in programs and services to assist people with a disability. With growing demand for more specialised and personalised services, the sector is experiencing increased competition for funding and clients.

At a national level, no less significant is the Federal Government's plan to introduce a much-needed National Disability Insurance Scheme (NDIS). Launch sites, including the Hunter in NSW, were agreed upon in July 2012, but much work is needed to move ahead with legislation and a framework that will support and sustain the scheme beyond those that live in the launch areas and well into the future.

In a person centred disability system, a person with a disability, and their family and carers will have choice and control over the resources they use. Individual funding will be used to purchase services directly related to the support needs, goals and life aspirations identified in a client's individual plan. This will allow people with a disability to choose their supports and move between service providers as they wish.

## Our role

Northcott is one of the largest providers of disability services in New South Wales and a leader in Australia's evolving disability sector. For many years, the organisation has made person centred approaches central to its delivery of services, and it strives to provide services and programs that are relevant and responsive to clients' needs. Northcott competes against government agencies, other not-for-profit organisations and private sector service providers to be the provider of choice for its clients. Disability sector reform and funding availability has a direct impact on the services and programs Northcott is able to provide.

Northcott also plays an important role in advocating for improvements in the disability sector. Influencing government policy changes to support an inclusive society for all and assist people with disabilities in achieving their goals and aspirations is central to the work of Northcott. This year, the organisation championed the introduction of person centred approaches and the NDIS, and encouraged clients and the general public to put their support behind the "Every Australian Counts" campaign.

## GOVERNMENT CHANGES AND NEW DIRECTIONS

### Person Centred Approach

As part of *Stronger Together Two*, the second phase of the State Government's 10-year plan to improve disability services, the NSW Government announced a \$2 billion investment in disability services across the five years from 2011 to 2016. The main focus of this new funding, which will deliver 47,000 new places, is to support person centred service delivery and ensure individuals have more choice and control over the support resources they use.

This is in-line with the Government's commitment to provide individualised funding arrangements by July 2014, whereby anyone in NSW receiving disability services will have the option of individualised and portable funding arrangements.

Over the past 12 months, Ageing, Disability and Home Care (ADHC) has engaged in an extensive consultation process to determine the best framework for the delivery of person centred supports and individualised funding arrangements under the Person Centred Approach *Living Life My Way* framework. People with a disability, their families, carers, service providers and other stakeholders throughout NSW participated in the two-stage consultation process which included the opportunity to provide comments on the draft framework and individualised funding model.

The final framework for a person centred service system in NSW is due to be rolled out during 2013, to

support the sector in preparing for individualised funding arrangements by 2014. The framework will set out the NSW Government's approach to person centred services and individualised funding arrangements, and support how the government will facilitate changes required to move the sector towards operating under the NDIS.

Northcott has played an active role in contributing to these discussions and is already assisting clients to adopt person centred approaches and adapt to the new funding arrangements. The final framework will be an important indicator for how Northcott must plan to deliver services and programs in the future.

### Self Managed Model

Self Managed Models are one arrangement proposed under the new framework for individualised funding. This aims to provide people with a disability and their families and carers with greater opportunity to create a good life, build sustainable networks and establish person centred programs. The focus is on giving people with a disability and their families and carers full control and choice in the planning of programs and/or supports needed. As part of this development work, Northcott has assisted clients to access the following self managed programs:

- **Self Managed Day Programs** – these programs allow the young person and/or their family/carer to design their own individual program, within the funding allocation. Clients are able to choose, direct and control the nature of the support they need to participate in the program. Northcott manages the financial, legal and administrative requirements.

- **Supported Living Fund Program** – this individualised, portable funding may be one-off or recurrent depending on the person's individual plan. It aims to give the client an adaptable and person centred option in the planning of their ongoing living supports.

- **Self Managed Flexible Respite Pilot Program** – this program gives the carer control over the nature of the respite supports and services, and the freedom to manage and access these as required. It was developed in response to a client's idea to take more control over their respite choices.

### Education reforms

In parallel with funding and service reform within the disability sector, education reform is also impacting disability service provision.

In April 2012, State Education Ministers agreed on a new nationally consistent model for collecting data on school students with a disability. Incorporating new categories and definitions, the data will provide information about the extent of change that schools are making to support students with disability and indicate whether a school needs extensive, substantial, supplementary, or no adjustment to its operations in order to meet the Standards for Education under the Disability Discrimination Act.

The nationally consistent approach will also provide information on the diversity of the population of students with disability, the number of students with disability, where they live and the level of support provided for them to participate in schooling. Previously, there was little



known about school students with a disability at a national level and what was known was inconsistent across states, territories and sectors.

In addition, the NSW Education system has also undergone funding reforms which impact the way children with a disability receive support in the school system.

Northcott is actively working with the Department of Education & Communities, and ADHC, to develop innovative and sustainable models of support for students with a disability. In addition, Northcott has become a partner agency for ProjectABLE, an initiative of National Disability Services providing disability awareness and promoting disability sector employment for school students.

## 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 policy and funding in the sector.

In 2011/2012, Northcott prepared submissions to parliamentary inquiries and other government reviews on key issues including:

- the administration and purchasing of disability employment services in Australia;
- outsourcing of Community Services; and
- review of National Standards for Disability Services.

Northcott also contributed to government program and policy reviews for specific funded service types, and engaged with peak bodies and other partners to contribute to debate around key sector issues such as individualised funding, NDIS and quality frameworks.

## NATIONAL DISABILITY INSURANCE SCHEME

A National Disability Insurance Scheme (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 a disability, replacing the current arrangements for funding disability services and transforming the way services are funded and delivered. A nationally-consistent, fair, effective and efficient approach to disability services will ensure people are better supported with greater choice and control.

Throughout 2011/2012, there has been bipartisan support at all levels of government for an NDIS. Policy makers share the vision that Australia needs an NDIS and there has been a willingness to commit to making a start on the work that is needed to get the disability system NDIS-ready.

As announced by Prime Minister Julia Gillard at the NDIS National Rally on 30 April 2012, the Federal Government has committed \$1.03 billion over the next four years to implement the first stage of the NDIS. This will allow 10,000 people with a disability to start being assessed for support from 1 July 2013, increasing to 20,000 participants (across four launch sites) from mid-2014.

Northcott continues to be an active member of the 'Every Australian Counts' campaign for an NDIS, taking part in a range of campaign activities focusing on gaining community and government support. Key initiatives included:

- National Press Club – 'Every Australian Counts' National Address
- NDIS Spread the Word Week
- NDIS National Rally – where over 120 Northcott staff and clients rallied for an NDIS
- Northcott offices throughout NSW continue to campaign and lobby local Federal and State Members of Parliament in order to garner strong support for the scheme.





The focus of the NDIS in 2012 is the Make it Real campaign, to get politicians and leaders to undertake the concrete actions that are required to get the NDIS implemented. It is about making the NDIS a reality, not just a vision for the future.

While bipartisan support and positive statements about the NDIS across all levels of government are welcome, the NDIS is not locked in. There needs to be commitments

of funding beyond 2014 and agreements between all States and Territories about funding and administering the scheme in the long-term.

Northcott was delighted at the outcome of negotiations between State, Territory and Federal governments regarding NDIS launch sites across the nation. As an active and engaged service provider in both the Hunter, NSW, and the ACT, Northcott will continue to work

with our community, sector and government partners, to inform the design and implementation of the NDIS launch sites in these areas. We look forward to supporting our clients and families to participate in the trial of NDIS models in these areas, and hope to see a growing expansion of the NDIS to more and more people with a disability over the coming years.

Northcott believes that working towards an NDIS is a transformational reform that needs to happen and acknowledges that the campaign must continue to build momentum and support. Northcott is committed to involvement in the 'Every Australian Counts' campaign to further shape and influence the future of disability services under an NDIS, and will continue to engage Members of Parliament and the community on this fundamental issue.



# Government Funding

Northcott 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, the ACT and at the Federal level, in order to improve service provision and introduce new programs to address client needs.

In 2011/2012, 82% of Northcott's income was generated from government funding, with 94% coming from the NSW State Government.

The roll-out of funding under the second phase of the NSW Government's Stronger Together initiative saw more opportunities for Northcott to tender for funding for new programs. In addition, new funding was awarded during the financial year.

Throughout the year, Northcott submitted 36 tenders, expressions of interests and submissions for funding to a range of State and Federal government agencies. Of these applications, as at July 31 2012, Northcott had been successful in almost half with the outcome of a further 20% of tenders still unknown. This rate of success is a significant achievement, given the competitive environment and high-performing service providers with which Northcott competes. It also shows that Northcott's programs and services are well regarded within the sector.

These successful tenders have contributed towards a 30% growth in government funding to Northcott for the 2011/12 financial year.

## HIGHLIGHTS

Some Northcott programs and services received government funding for the first time in 2011/12. A selection are highlighted below.

### After School & Vacation Care Service – O'Connor, ACT

Using funding from Disability ACT, a new out of school hours and vacation care program for teenagers commenced in February at Black Mountain School in O'Connor, Canberra. Seven clients have accessed the programs and new staff were employed for the service.

While Northcott has long provided outreach services in the ACT from its Queanbeyan office, this new funding arrangement is significant in enabling the organisation to further expand its physical presence throughout the region. The success of this program will help to build a solid base allowing Northcott to expand its services and support for people with disabilities living in the ACT.

See page 40 for information about this program and a case study about one of the young clients.

### Younger People in Residential Aged Care (YPIRAC)

In 2011/12, Northcott received new funding under ADHC's Younger People in Residential Aged Care (YPIRAC) program to provide Sydney-based supported accommodation to nine individuals currently living aged care facilities.

This new service, which is likely to be in the Metro North region of Sydney, will provide accommodation support for adults with high support and complex health care needs. The residents will live in purpose built villa accommodation built by St George Community Housing, who will also retain responsibility for tenancy and building management.

Northcott will work with St George Community Housing on all phases of the project including design, build and ongoing service provision. Once the facility is complete, Northcott will provide support services to residents.

Northcott previously received YPIRAC funding for supported accommodation services in Wagga Wagga and the Hunter Region.





## OUR VALUES IN ACTION: Ethical and Courageous

### Innovative therapy projects in the Hunter and northern NSW

In June 2012, Northcott received ADHC funding to develop a range of innovative therapy and therapy enhancement programs in Northern NSW and the Hunter. The type of services and how these will be delivered is currently being explored, but Northcott hopes to use the funding to trial new models of therapy and work with the community to drive sector development projects and build community capacity.

Programs will include a Partnerships for Inclusive Learning pilot project for the Hunter region and a Children, Family and Therapy project incorporating tele-health for the northern region.

**“Northcott’s new housing project for Parramatta will be built in partnership with Affordable Community Housing Limited (ACHL). We’re excited about the project because it represents an innovative approach in providing supported accommodation to people with a disability. Our model will bring people with diverse backgrounds and abilities together under the one roof with shared communal areas and the opportunity for interaction through informal support arrangements. The project will provide four units for people with a disability in a purpose-built complex. One two-bedroom apartment will be available for pairs of people with a disability who want to share, and three one-bedroom units will be available for single or de-facto/partner couples with a disability. The complex will also have a three-bedroom unit to be used as student accommodation. The students will provide informal support to the other residents, such as night-time support and on-call emergency support as required. The project is a great example fulfilling Northcott’s purpose of building an inclusive society where people with a disability can live the life they choose.”** Kerry Stubbs, Northcott CEO

Prime Minister Julia Gillard visited Northcott’s Parramatta Office in April to announce the innovative supported accommodation project. Under the partnership, ACHL will receive funding from the Commonwealth Government’s Supported Accommodation Innovation Fund to design and build the housing complex and manage ongoing tenancy and maintenance. Northcott will provide ongoing support services for the residents in partnership with the NSW Government using funding provided by Ageing, Disability and Home Care.

# Fundraising

**\$3 million** in fundraising revenue was contributed to Northcott's programs and services.

**\$50,000** was raised in the Summer Appeal for customised equipment clinics in regional NSW.

**\$100,000** was raised in the Winter Appeal for Northcott's Computer Assistive Technology Services.

**207** regular monthly donors joined Northcott's new Regular Giving Program in its first five months since February 2012.

Northcott Disability Services relies on the generosity of individuals, organisations and community groups to fund a significant amount of its services and programs.

## FUNDRAISING REVENUE

\$3.3 million was raised in 2011/12 through fundraising efforts. This represents an increase of \$987,000 from the previous year's revenue of \$2.4 million. A large portion of this is attributed to an increase in individual donations resulting from a very generous donation received from a long term supporter and the introduction of a targeted Regular Giving Program.

### Fundraising costs

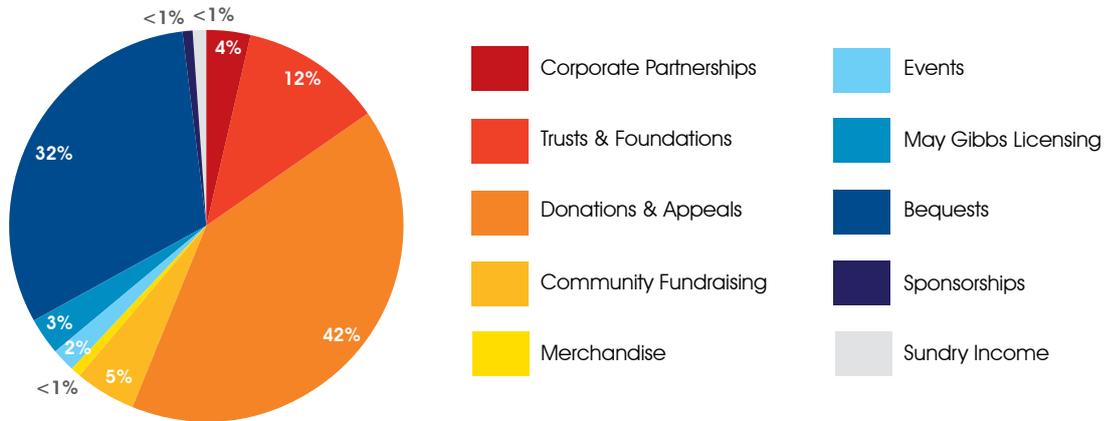
This year, the cost of fundraising increased substantially due to the introduction of a Regular Giving Program, which is expected to generate significant long term revenue once fully established. The nature of any regular giving program is that NET returns are not achieved until year three of the program, after which significant returns are achieved. Costs to establish the Regular Giving Program included engaging a specialist consultant, employing a dedicated staff member and the production of collateral and other supporting material.

### Fundraising revenue

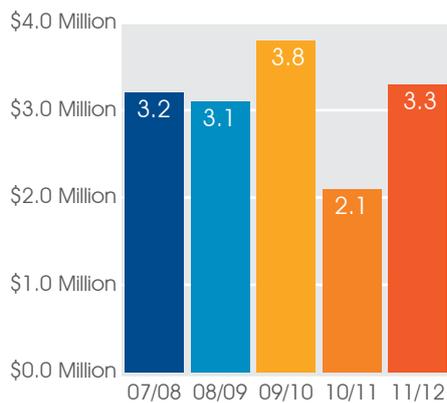
YEAR	11/12 (\$'000)	10/11 (\$'000)	09/10 (\$'000)	08/09 (\$'000)	07/08 (\$'000)
Corporate Partnerships	137	234	486	217	301
Trusts & Foundations	391	425	487	343	127
Donations & Appeals	1,420	519	365	355	514
Community Fundraising	171	182	125	376	226
Fundraising Merchandise	9	2	7	8	130
Sponsorships	n/a	n/a	n/a	n/a	82
Event Income	63	78	236	103	140
Royalties (May Gibbs)	82	107	83	66	130
Sundry Income	1	32	-	-	-
<b>Total excluding Bequests</b>	<b>2,285</b>	<b>1,579</b>	<b>1,789</b>	<b>1,468</b>	<b>1,650</b>
Estates & Bequests	1,052	771	2,061	1,619	1,629
<b>Total</b>	<b>3,337</b>	<b>2,350</b>	<b>3,850</b>	<b>3,087</b>	<b>3,279</b>
Fundraising Costs	827	485	682	606	577
<b>Fundraising Costs as a % of fundraising income*</b>	<b>24.8%</b>	<b>20.6%</b>	<b>17.7%</b>	<b>19.6%</b>	<b>17.6%</b>

\*includes Royalties and Estates & Bequests income

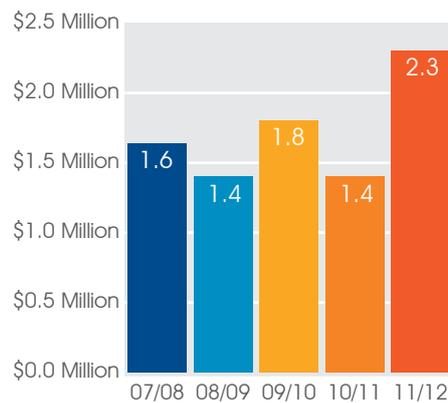
## Fundraising revenue breakdown



## Total fundraising revenue



## Total fundraising revenue, excluding bequests



## FUTURE DIRECTIONS

Northcott is moving into the third year of its five-year Fundraising Strategic Plan (2010-2015). The three key objectives of this Strategic Plan are to deliver fundraising net revenue of \$5 million by the end of 2016 while developing a cost effective and efficient fundraising program and ensuring that the infrastructure exists to deliver the fundraising program.

Aligning with the fundraising strategy, Northcott is investing in a Regular Giving Program that will, in time, provide significant revenue for Northcott. Traditional income sources such as individual donations, community fundraising, events, bequests and trusts and foundations will continue to be important in our fundraising efforts.

Northcott also intends to build closer relationships with its corporate partners, through developing and promoting Corporate Club membership and Northcott's Payroll Giving Program.

## COMMUNITY FUNDRAISING

Community fundraising involves a third party initiating a fundraising activity on behalf of and with endorsement from Northcott. Below are a sample of what these generous and committed groups have achieved on behalf of Northcott this year.

### Drive4Life 2012

In April, 52 vehicles participated in the 2012 Drive4Life event which toured the spectacular Victorian High Country. A total of \$49,400 was raised. This event has been running for five years to raise funds for Northcott Equipment Solutions and has raised more than \$350,000 in this time.

### The Chairman's Challenge

On Monday, 25 June 2012 Northcott Chairman Michael Briggs and his family climbed Africa's highest mountain, Mount Kilimanjaro. Michael embarked on this quest to raise funds for Northcott and matched donations dollar for dollar. \$18,660 was raised.

### Fundraising groups

In the 2011/12 year Northcott received fantastic and ongoing support from the following fundraising groups: **Engadine Auxiliary, St Marys Auxiliary, Manilla Fundraising Group, Tamworth Fundraising Group** and the **Wagga Wagga Fundraising Committee**. These groups tirelessly raise funds for Northcott services through local events and activities in their local areas.

## 2011/12 APPEALS

Each year, Northcott runs two major fundraising appeals to attract donations for new initiatives or those services that lack sufficient funds to operate at the level commensurate with Northcott clients' needs.

In 2011/2012, close to \$160,000 was raised through these appeals. Thank you to the generous supporters who gave to these appeals.

### Summer Appeal – Regional equipment clinics

The Northcott Summer Appeal raised over \$50,000 to fund equipment clinics in regional NSW that provide children and families with access to services to assess, measure and fit the specialist equipment they need to lead a more comfortable and independent life.

### Winter Appeal – Computer Assistive Technology Services

The Winter Appeal helped raise over \$100,000 for Northcott's Computer Assistive Technology Services. These funds will directly support children and young people to be able to communicate and have a voice, often for the first time, using new technology like the Kookaburra machine featured in the appeal. This service is vital in assuring our clients' increased quality of life and independence.

## HOW YOU CAN HELP

Northcott's supporters are invaluable to our fundraising efforts and allow Northcott to provide essential services to children with a disability and their families. Northcott needs your help and support to ensure that these services continue.

For more information, to become a regular giver or to make a donation contact us on:

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



## OTHER CONTRIBUTIONS

### Donations from organisations (corporations, trusts and foundations)

For many years Northcott has formed strong partnerships with corporations, trusts and foundations. Some examples of what this support has provided are below.

- Refurbished Respite House in Tamworth – In May 2012, Northcott's Tamworth respite house was officially reopened after major refurbishment. Donations from the Newcastle Permanent Charitable Foundation, Oxley High School and significant local fundraising by the Tamworth Fundraising Group funded the project.

- Sunshine Coach – In November 2011, a modified 25-seater minibus that converts to seven wheelchair spaces was gifted to Northcott by Variety the Children's Charity, ASX/Reuters Charity Foundation, The Thyne Reid Foundation and Parramatta Leagues Club.

- Early Childhood Support Services (ECSS) – For the last six years, the Profield Foundation has donated funding to support the employment of a Speech Therapist in the ECSS team. This long term support has directly assisted and benefited many children who access the service.

- Annual Mothers' Weekend – Thanks to the generosity of Nestlé, the Annual Metropolitan Mothers' Weekend in November 2011 was a great success and provided mums with a well earned break to re-charge and network with others.

### May Gibbs licensing

Iconic Australian author and artist, May Gibbs passed away in 1969 and bequeathed the copyright from the designs of her bush characters, including the Gumnut Babies and Snugglepoot and Cuddlepie, to Northcott and the Cerebral Palsy Alliance.

Under this arrangement, Northcott receives 50% of the royalties earned from the sale of May Gibbs branded products as part of its fundraising revenue.



## OUR VALUES IN ACTION: Committed and Enthusiastic

**“My cousin had Muscular Dystrophy and died in his early 20s so I've always been passionate about seeing the person, not the disability. At Northcott, I've been incredibly fortunate to meet some amazing and inspiring people. Last year I participated in the City2Surf to raise funds for Northcott. I've now decided to make it an annual challenge. I've also signed on as a Northcott Regular Giver. In my job, I'm always encouraging and educating people about Northcott, our services and the clients we support. In my personal life, I want to set an example and show other people that one person can make a difference.”**

Carol Hanna, Northcott Community Fundraising Coordinator

Carol started work at Northcott in 2007, motivated to change the way people see and interact with those with a disability. She hopes her involvement in fundraising activities outside work helps raise awareness about Northcott in the wider community.

# Our Events

## Battle of the Blab

Northcott's inaugural Battle of the Blab debate was held on Thursday 3 May with more than 80 people attending.

The night featured a panel of eight sporting commentators and media personalities who went head to head in three rounds of lively debate and discussion under the watchful eye of ABC Grandstand's Craig Norenbergs as referee.

Northcott is grateful to Craig and the panellists for their involvement and generous giving of time. Thank you to cricketer Alex Blackwell, rugby union commentator Mark Cashman, swimming champion Johanna Griggs, Women's Health Magazine editor Felicity Harley, AFL player Tom Harley, rugby league legend Steve Mortimer OAM, former Socceroos coach Rale Rasic OAM and ABC sports commentator Debbie Spillane for participating.

Northcott would also like to thank KPMG for generously hosting the event in Sydney's CBD. Funds raised at the event went to Northcott's Recreation Service, a statewide service that provides children and adults living with a physical disability with the opportunity to participate in sporting and recreation-based activities of their choice.



## Northcott's Annual Cricket Legends Lunch

Around \$60,000 was raised at Northcott's Annual Cricket Legends Lunch held on 11 November with over 260 guests attending.

This year's event, which was held at Doltone House at Jones Bay Wharf, was hosted by Northcott Ambassadors; NSW Cricketer Alex Blackwell and comedian Jean Kittson. The iconic cricket legends panel discussion, led by Alex, featured sporting greats Simon Katich, Stephen O'Keefe and Greg Matthews.

Live auctions and a raffle draw contributed to the funds raised at the event. The lunch also saw the launch of Adaptive Cricket, a

new and innovative style of the game. Designed by Northcott's Recreation Team and clients, Adaptive Cricket uses modified equipment and rules allowing people who use a wheelchair or those with limited range of motor skills to enjoy the game and play along with their peers.

Thank you to event partner Cricket NSW, major sponsor Australian Corporate Supplies Group and sponsors NGO Recruitment, Robert Stein Winery and Vineyard and Megacolour Printing.

All proceeds raised from the event were contributed to Northcott's Recreation Service.





### Walk With Me

Walk With Me is a national initiative that aims to bring people of all abilities together to encourage the community to see a person first and not their disability.

For the second consecutive year, Northcott hosted the New South Wales chapter of Walk With Me, with community events held in Parramatta and Dubbo. These were two of 12 events held throughout Australia in 2011.

Both Northcott events proved to be a huge success, receiving overwhelming support not only from Northcott clients and families, but also the wider community.

In Dubbo, the inaugural event was held on Sunday, 11 September at Macquarie Lions Park, alongside the Macquarie River. Over 200 people came to show their support and over \$3,500 was raised for services in the Dubbo region and surrounds.

The Parramatta event was held on September 18 at The King's School, with three walks completed. More than 600 people attended and close to \$30,000 was raised for Northcott's respite services.

Northcott would like to acknowledge the support of all individuals, community groups and businesses at both events. Thank you to Parramatta event

sponsors The King's School and Invacare and to Northcott Ambassador and comedian, Jean Kittson, Cricket NSW's RTA SpeedBlitz Blues players Nathan Brain and Burt Cockley, representatives from NSW Wheelchair Rugby League, entertainers Street Kulture Breakers (SKB), The Golden Kangaroos Community Band, Iki Fitness in Dubbo, Jingles the Clown from Dubbo and the Dubbo City Band.

In 2012, Northcott will host Walk With Me events in Parramatta, Dubbo, Moree and Wagga Wagga.



# Our Volunteers

- More than 8,700 working hours were donated by registered volunteers (community volunteers, corporate volunteers and students) in 2011/2012. This is a 26% growth in volunteer hours on the previous year, with an estimated value of \$200,000.
- Volunteers gave their time across 39 Northcott services and departments including accommodation, respite, transition to work, support services, life skills, administration and fundraising.
- A Corporate Volunteers Program commenced this financial year to facilitate opportunities for employees from participating companies to become involved with Northcott activities and events.
- To acknowledge the contribution and efforts made by volunteers, a recognition program was introduced in 2011.
- Northcott volunteers undertake a range of activities including assisting with administration tasks, interacting with clients, teaching skills to clients and giving their time to help at fundraising events.

Northcott's Volunteer Program commenced in 2008 and has grown in participants and effectiveness in its four years of operation. It includes members of the community who volunteer their time freely, employees from corporate partners and students who undertake volunteer, work experience or internship placements at Northcott.

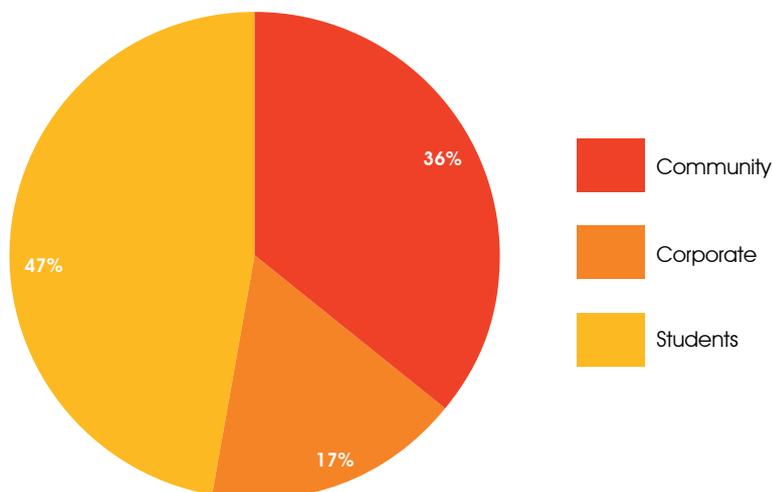
The commitment and contribution that volunteers make to Northcott's services is outstanding. In 2011/12, in addition to giving more than 8,700 hours of their time, volunteers made a significant contribution to the positive outcomes of many groups and individuals through the support, skills and friendships provided.

Aligning with Northcott's commitment to promoting an inclusive society, the program encourages inclusiveness through the engagement of people from all walks of life. Some volunteers know very little about Northcott and the disability sector while others may be living with a disability or are directly impacted by personal circumstance. Regardless of background, each volunteer brings a unique array of skills and life experiences to the organisation, all of which have a positive impact on staff and clients.

Providing a supportive environment for those involved in the volunteer program is important. Volunteers are considered a vital part of Northcott's community and are welcomed with an induction package and have the opportunity to participate in any training sessions that support their volunteering. Comprehensive policies and procedures underpin the program to support both staff and volunteers.

In November 2011 it was great to see the inaugural Volunteer of the Year Award presented at the Northcott Annual General Meeting. This initiative supports the growing high regard both staff and clients feel towards the volunteers with whom they interact. The recognition program celebrates, promotes and encourages quality volunteer services that reflect Northcott's

## Our Volunteers



### INTERESTED IN VOLUNTEERING?

Call our Volunteer Coordinator on (02) 9890 0100 or email [volunteering@northcott.com.au](mailto:volunteering@northcott.com.au)

core values. This has helped to enable the volunteer program to move into a strong growth phase. Northcott also encourages staff and clients to nominate volunteers for the annual Volunteering NSW 'Volunteer of the Year' Awards.

This year, more students from high schools, colleges and universities become involved with Northcott through various services related to their studies. The experiences and skills students learn during this time with Northcott supports many in gaining future employment at Northcott or with other organisations. It also encourages ongoing partnerships between Northcott and education institutions, particularly for services such as school holiday programs.

Building meaningful partnerships with businesses continues to be an important way to grow the volunteer program. In 2011, Northcott commenced a formalised Corporate Volunteers program, offering employees from participating companies the chance to become involved in Northcott through individual, group and service specific volunteering opportunities. Employees from Bankwest, GE Money, Baxters Healthcare, ANZ and ConsultPoint are currently active members of the Program. Many other organisations also supported clients with work experience and employment opportunities.

Thank you to all the volunteers who donated their time freely this year. Northcott is appreciative of all the hours and support given.

## Northcott's volunteer community

**22** different cultural backgrounds with 35% from a culturally and linguistically diverse (CALD) background.

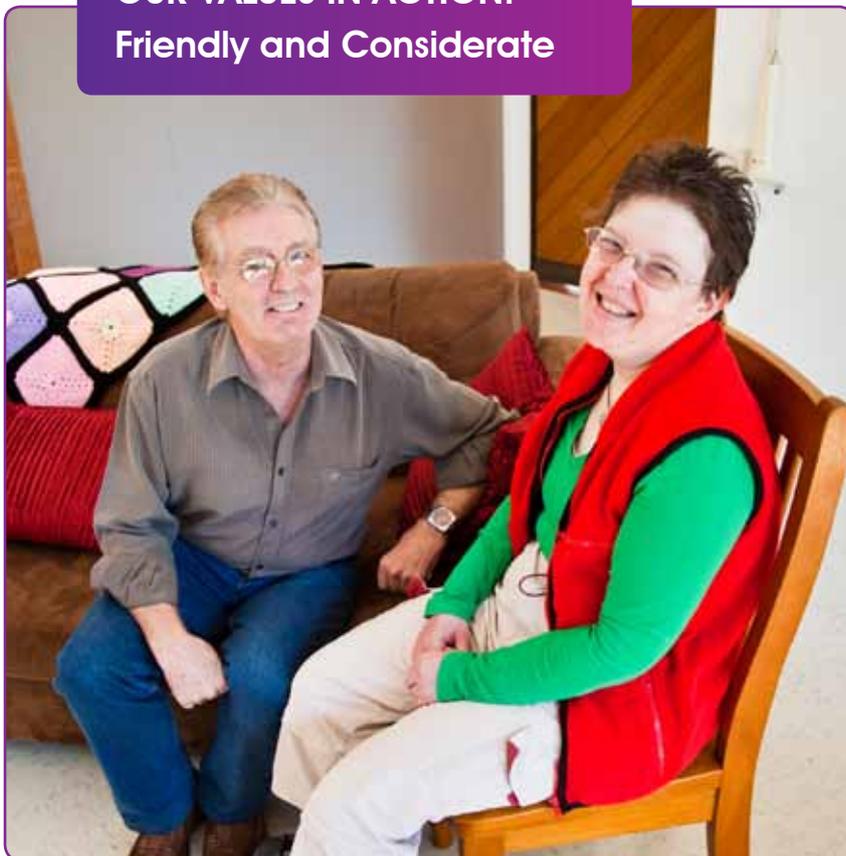
**5%** of volunteers identify as living with disability.

**68%** of volunteers are women.

**35** is the average age. Volunteers range in age from 15 to 83 years of age.

**9** volunteers have donated their time for three years or more.

### OUR VALUES IN ACTION: Friendly and Considerate



"I've been volunteering with Northcott for almost five years. I go for a chat and offer companionship to the residents. Sometimes social contact is all they need. I take an interest in what they do and in their interests. I try to remember something different about everyone to make them feel a little bit special. I go there to try to get the best out of everyone and light up their life just a little bit."

Brian Clements, Northcott volunteer

Brian is an active volunteer, spending time with Northcott clients and the aged community. His weekly visits to Northcott's Beverly Park supported accommodation home make a big difference to the lives of the residents he chats with.





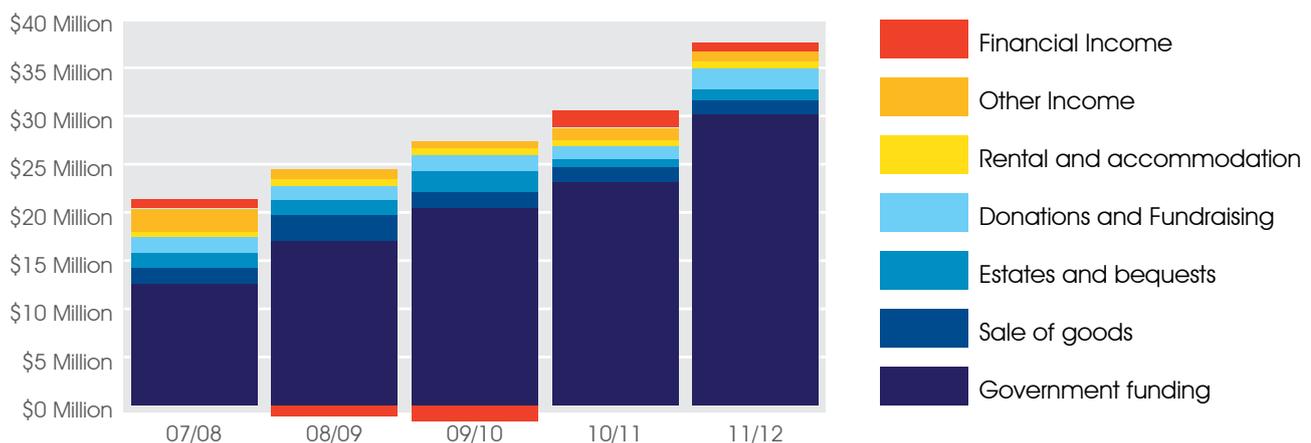
# Financial Summary

# Financial Summary

## Five Year Financial Summary

TOP LINE FINANCIAL COMPARISON	11/12 (\$'000)	10/11 (\$'000)	09/10 (\$'000)	08/09 (\$'000)	07/08 (\$'000)
<b>INCOME &amp; EXPENDITURE</b>					
Operating Revenue	34,819	28,745	26,658	24,500	20,339
Operating Expenditure	(33,572)	(30,003)	(27,637)	(25,679)	(21,235)
<b>Operating Surplus / (Deficit)</b>	<b>1,246</b>	<b>(1,258)</b>	<b>(979)</b>	<b>(1,179)</b>	<b>(896)</b>
Financial Income / (Loss)	847	1,744	1,727	(1,082)	(862)
Capital Grants Income	1,845	38	686	0	0
<b>Net Surplus / (Deficit)</b>	<b>3,938</b>	<b>524</b>	<b>1,434</b>	<b>(2,261)</b>	<b>(1,759)</b>
<b>ASSETS &amp; LIABILITIES</b>					
Total Assets	44,351	45,127	45,550	40,536	37,525
Total Liabilities	14,127	18,850	19,755	16,264	10,994
<b>Total Equity</b>	<b>30,224</b>	<b>26,276</b>	<b>25,796</b>	<b>24,272</b>	<b>26,531</b>
<b>CASH FLOWS</b>					
Net cash from operating activities	137	214	4,946	5,528	2,706
Net cash from investing activities	(2,356)	(1,240)	(6,708)	699	(1,975)
<b>Cash and cash equivalents at 30 June</b>	<b>2,891</b>	<b>5,110</b>	<b>6,137</b>	<b>7,899</b>	<b>1,672</b>
<b>RATIOS</b>					
Current assets / Current liabilities	1.52:1	1.28:1	1.23:1	1.47:1	1.93:1
Total cost of services / Total expenditure	73%	72%	72%	67%	64%

## Sources of Income



## Income

Northcott has experienced continued significant growth over the last five years. Operating revenue has increased on average by 18% per year from \$20.3m in 2007/08 to \$34.8 in 2011/12.

- Government funding has increased by 27% per year on average over the last five years from \$12.6m to \$30.1m, predominantly related to the expansion of Ageing, Disability and Home Care programs.
- Revenue from Estates and Bequests fluctuates from year to year. The return of \$1.1m in 2011/12 is very close to the five year average.
- Financial income similarly fluctuates year on year. The income in the current year generated a positive return of \$847k, which is less than the previous year but in line with expectations.
- Revenue from Donations and Fundraising increased from \$1.6m in 2007/08 to \$2.5m in 2011/12. The 2011/12 result includes the donation of a house during the year valued at \$850k.

## Expenditure

With the increase in funding and activity, expenditure has also increased over the last five years by an average 13% per year, from \$21.2m to \$33.6m.

- Expenditure on Client Programs has increased on average by 17% per year from \$13.6m to \$24.6m over the last five years, due the increase in costs associated with the expansion of programs.
- Expenditure on Corporate Support has increased on average by 9% per year from \$5.6m to \$7.2m over the last five years, which is in line with the Company's increase in activity.

## Assets and liabilities

Over this five year period, net assets have increased from \$26.5m to \$30.2m.

- Liabilities have increased from \$11m in 2007/08 to \$14.1m in 2011/12 due to higher levels of government funding received in advance.

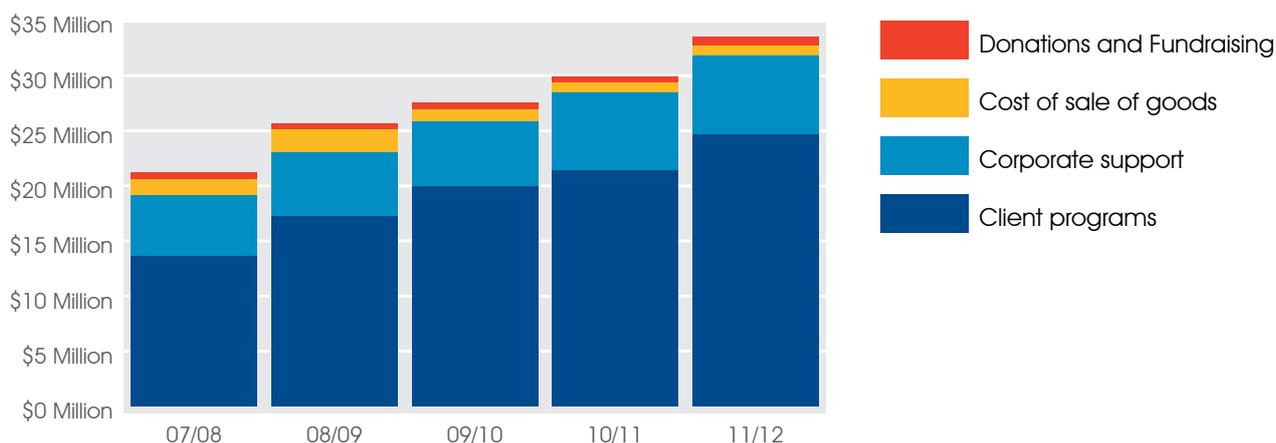
- Cash and cash equivalents have increased from \$1.7m in 2007/08 to \$2.9m in 2011/12, primarily due to the higher level of government funding received in advance for the 2012/13 financial year.

## Overall results

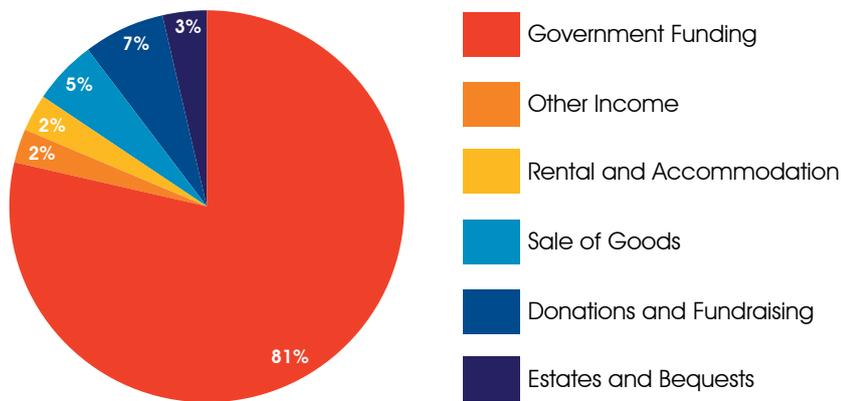
The consolidated net surplus of \$3.9m (2011: \$524k) was impacted by two significant one-off items:

- A property which was donated to Northcott valued at \$850k and recognised as revenue in the year; and
- Northcott recognised \$1.8m of income from the NSW Government in relation to the establishment of the Younger People in Residential Aged Care (YPIRAC) Wagga Wagga home (see page 43). The cost of the property construction had a sizeable impact on the cash flow of the Company in the 2011/12 year as the funding was received in 2009/10 but the expenditure predominantly incurred in 2011/12.

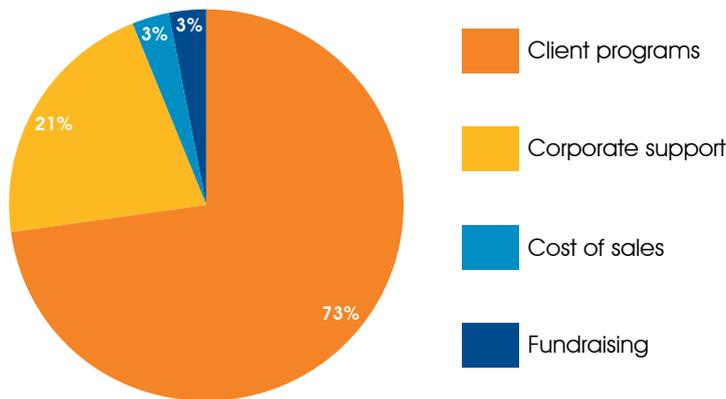
## Uses of Income



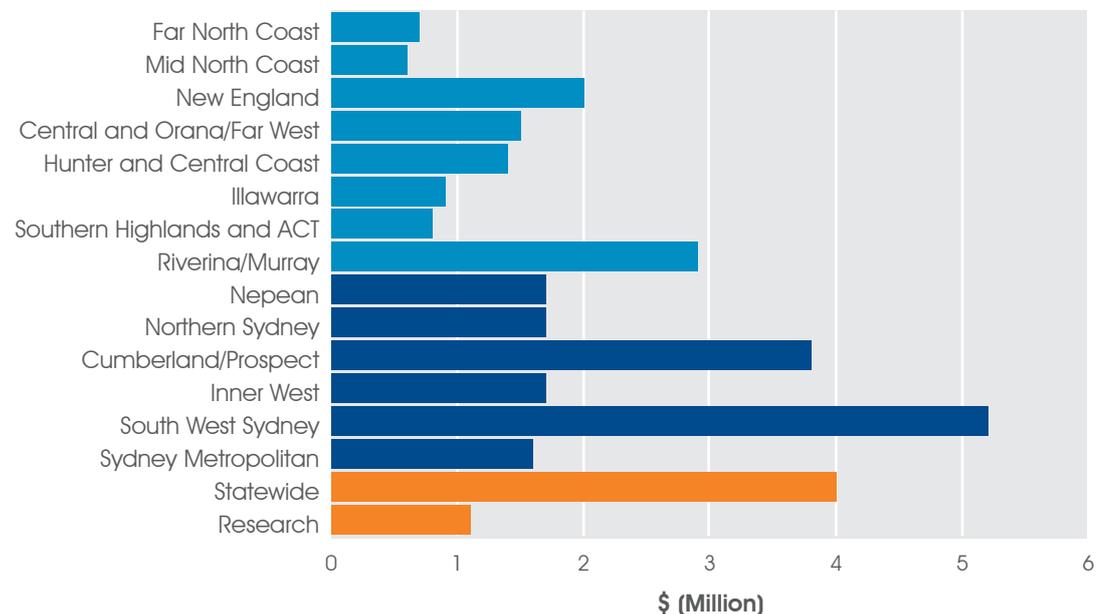
### Where the Money Comes From (2011/12)



### Where the Money Goes (2011/12)



### Where the Money is Spent (2011/12)



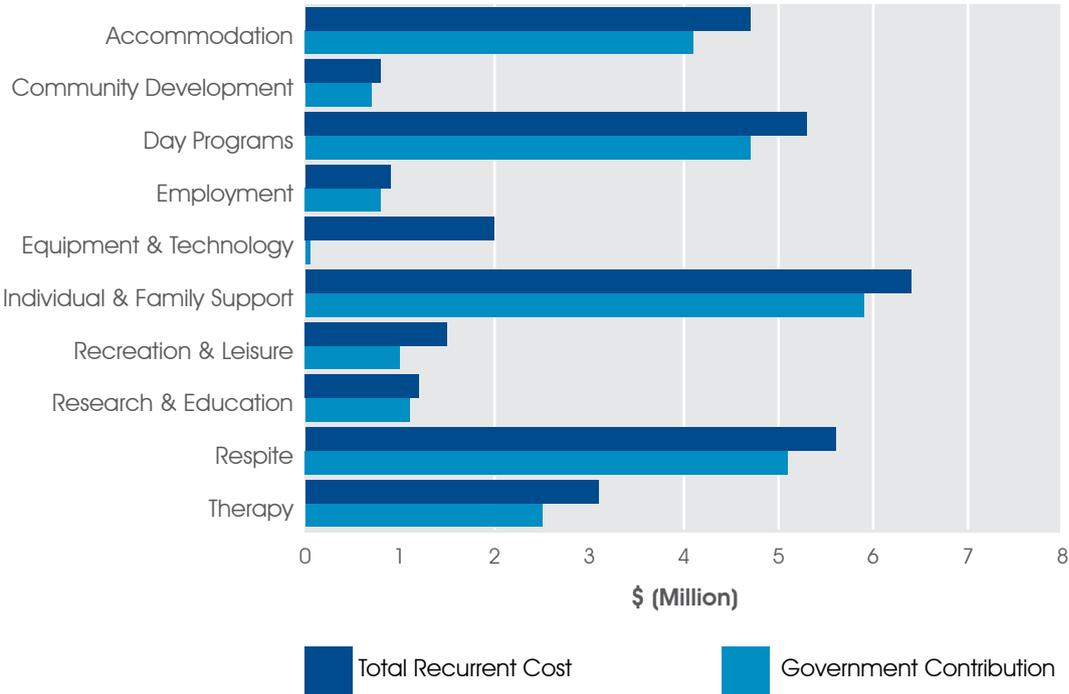
## FINANCIAL STATEMENTS

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. The 2012 Northcott Annual General Meeting will be held on 8 November 2012.

For more information please see [www.northcott.com.au](http://www.northcott.com.au).

### Cost of Service and Funding (2011/12)



### OUR FINANCIAL SERVICE PROVIDERS

#### Auditors

**KPMG**  
10 Shelley Street  
Sydney NSW 2000

#### Bankers

**ANZ**  
Ground Floor  
20 Martin Place  
Sydney NSW 2000

#### Insurance Brokers

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

#### Investment Advisers

**Russell Investment Management Ltd**  
Leve 29  
135 King Street  
Sydney NSW 2000

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

#### Solicitors

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

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

# Board of Directors

MICHAEL  
BRIGGS

TONY  
ABRAHAMS

RICHARD  
BLAIKLOCK

DEBRA  
HEITMANN

CHRISTOPHER  
JANSSEN

JEYAN  
JEEVARATNAM



## MICHAEL BRIGGS

B Comm ACA ACIS MBA  
(Chairman)

Michael has been a Director since 2003 and was appointed Chairman in 2009. He is also Chairman of Acrow Formwork & Scaffolding Pty Ltd and a Director of Tennyson Strategic Solutions Pty Ltd, Anchorage Capital Partners Pty Ltd, SCECGS Redlands Ltd and Antec Engineering Pty Ltd.

*Finance and Properties Committee  
Nomination Committee*

## 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 a disability. Tony is a Rhodes Scholar and a Member of the Australian Institute of Company Directors (MAICD).

*Nomination Committee*

## RICHARD BLAIKLOCK

B Comm MBA

Richard has been a Director since 2003. He is also the Chairman of Baresque Australia Pty Ltd and affiliated companies.

*Nomination Committee – Chair  
since March 2012*

## DEBRA HEITMANN

B Admin MBA FCA FTI FCA

Debra has been a Director since 2009. 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 (JAS ANZ). She is also a member of the Venture Capital Committee (VCC) of the Innovation Australia Board, a Director for Ayers Alliance Holdings Pty Ltd and Key Responsible Manager for Ayers Alliance Australian Financial Services Licence (AFSL). Debra is also a Financial Planning Specialist and Registered Tax Agent.

*Finance and Properties  
Committee - Chair*

## CHRISTOPHER JANSSEN

MB BS (Sydney) MBA (IMD)

Christopher has been a Director since 1986. He is the Managing Director of GPC Electronics and affiliated companies. He is also a Director for The Warren Centre for Advanced Engineering Ltd.

*Finance and Properties Committee*

## JEYAN JEEVARATNAM

B Eng (Hons 1) MBA M Eng Sc  
MAICD

Jeyan has been a Director since 2012. He is the Managing Director for Avanade and was previously Managing Director of AT&T Australia and held Senior Executive roles at IBM. Jeyan is also a Director of AIIA (Australian Information Industry Association) and on the Technical Advisory Committee at Copyright Agency. He is a member of the Australian Institute of Company Directors.

MICHELLE  
LAFOREST

ANDREW  
MANSOUR

DR ROB  
SILBERSTEIN

KERRY  
STUBBS

JOHN  
SURIAN

DR HUGH  
TAYLOR



### **MICHELLE LAFOREST**

B Bus MAICD

Michelle has been a Director since 2007. She is the Managing Director, Asia Pacific of Harlequin Enterprises (Australia) Pty Ltd.

*Nomination Committee – Chair until March 2012*

Resigned March 2012

### **ANDREW MANSOUR**

B Ec LLB (Hons)

Andrew was appointed Director in 2010. He is a Partner at international law firm Allens 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 Intellectual Property 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  
(Managing Director and CEO)

Kerry has been a Director since 2008. She is also a Director of e-Water Ltd, Ability First Australia Ltd, Health Services Association Ltd, SpineCare Foundation Ltd, and Cerebral Palsy Australia Ltd and the Chair of National Accreditation Authority for Translators and Interpreters Ltd. She is also a member of the Finance and Investment Committee for the University of Western Sydney Board of Trustees. In 2007, Kerry was named NSW IBM Community and Government Award winner in the Telstra Business Women's Awards.

*Finance and Properties Committee  
Nomination Committee*

### **JOHN SURIAN**

BA (Econ) G.DipAppFin  
(Sec Inst) F Fin.

John has been a Director since 2000. He is the Licensee and Principal of Raine & Horne Commercial, Parramatta.

*Finance and Properties Committee*

### **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.

# 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 updated by members on 16 November 2000 and is currently under review. The Board has ultimate responsibility for: The Society's direction and performance; approval of the annual budget and financial plan; financial performance including monitoring/approval of the financial reports and liaison with auditors; assessment of the performance of the CEO; and monitoring of managerial performance. The Board is also responsible for ensuring significant risks are identified and appropriate controls implemented; and for reporting to members, stakeholders and regulatory authorities.

The Board consists of between five and 12 non-Executive Directors. The CEO may be appointed as Managing Director, creating an additional director role. Non-Executive Directors are not remunerated. Each Director may serve for a maximum three-year term, and then must retire. They may apply for re-election. At each Annual General Meeting, one-third of the Board must stand for re-election.

The Northcott Board is a skills-based board. Directors are chosen on the basis of their ability to assist in furthering the objectives of the Society.

## The processes of our Board

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

## The composition of our Board

The names and details of the Directors are on pages 88-89. Most Directors had 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. 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 is responsible for selecting suitable candidates for the Board and for recruiting new Directors. Candidates are interviewed by the Nomination Committee, which then makes recommendations to the Board.

## 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.

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.

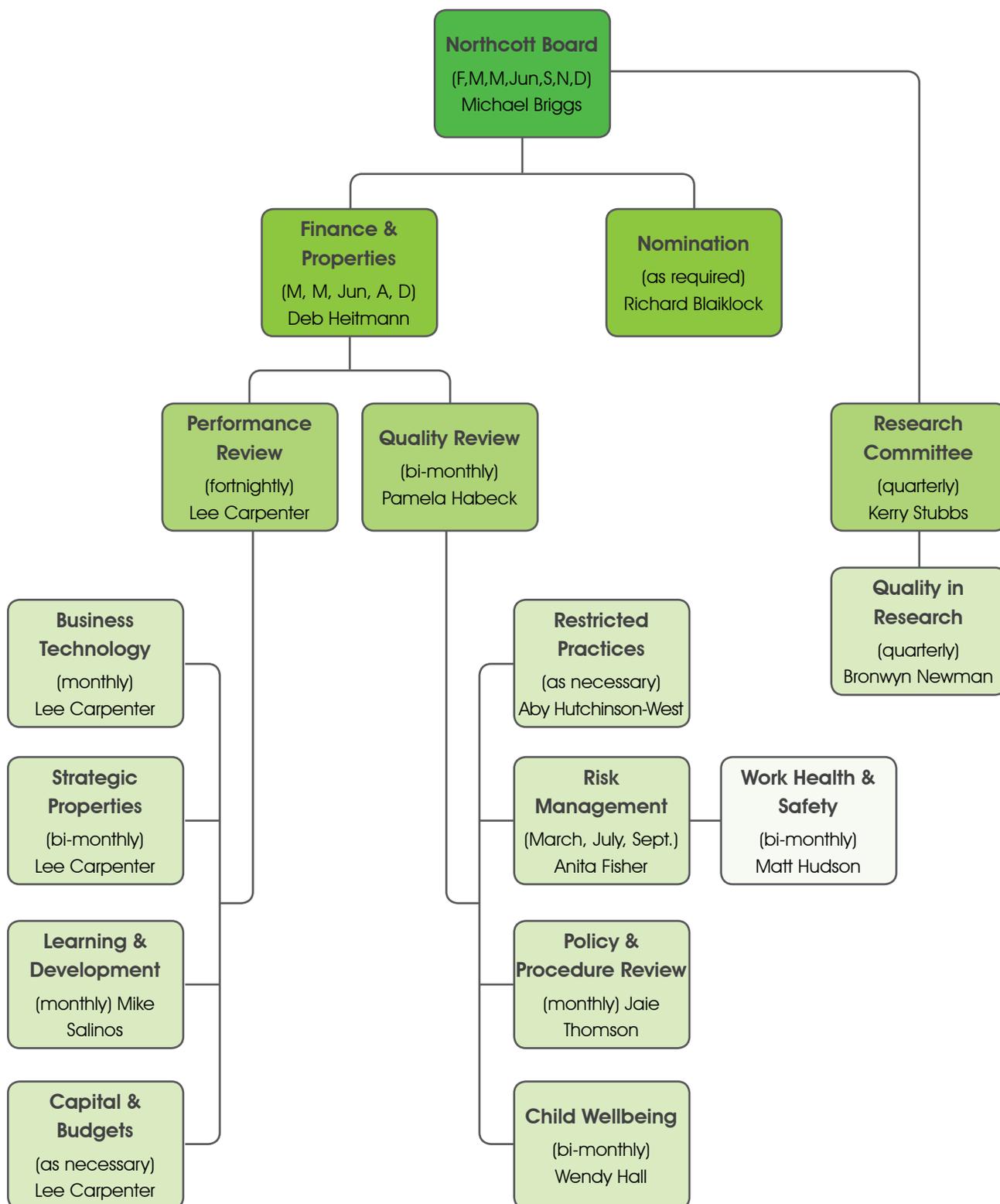
Northcott also maintains membership of appropriate peak and industry organisations to ensure that it is aware of policy and procedure in the disability and not-for-profit sectors.

## Board Committees

There are two formal Board Committees: the Finance and Properties Committee and Nomination Committee. Each committee has a Terms of Reference, which has been endorsed by the Board. Formal reports are made to Board meetings by the Committee chair, with minutes tabled for the entire Board. Directors are also involved individually in a number of other working groups assisting Northcott with its work. See page 91 for Committee structure.

# Northcott's Committee Structure

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. For full details including membership and terms and references of the committees, see [www.northcott.com.au](http://www.northcott.com.au)





**THANK  
YOU** 😊

# Thank You

## AMBASSADORS

### Celebrity Ambassadors

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

### Client Ambassadors

Peter Dalrymple  
Sally Farley  
Shirley Wong

## AUXILIARIES/ FUNDRAISING GROUPS

Engadine Auxiliary  
59 years  
President: Hilary Missingham

Manilla  
Fundraising Group  
9 years  
President: Cheryl Perry

St Marys Auxiliary  
46 years  
President: Vera Mills

Tamworth  
Fundraising Group  
37 years  
President: Heather Constable

Wagga Wagga  
Fundraising Committee  
13 years  
President: Lyn Quigley

## BEQUESTS

Charles Ross Adamson  
Gloria Gertrude Aldrich  
Margaret Mary Arthur  
Mavis Ivy Bannister  
Ray Leslie Wright Blencowe  
Ella Kate Boyd  
Jocelyn Brian  
Henry Lloyd Brown  
Arthur William Byrne  
Cater Charitable Trust  
Winifred Marjorie Coburn  
Lionel Ernest Frederick Dege  
K & G Cluck Trust  
Harry L Howden Charitable Trust  
Raymond Victor Johnston  
Edith Louise Laube  
Kenneth Edwin Locker  
Charles Middleton  
Gertrude Maria Morgan  
June Rose Rivers  
Edith Roche  
Ronald Lester Seach  
Lorna Gladys Somerville  
Doris Barbara Sutton  
Nola Caroline Tranter  
Gloria Clarence Watson  
Klara Zsolt

## CORPORATE CLUB MEMBERS

AMC Commercial Cleaning  
Baresque Australia  
GHD  
I C Frith Associates  
NGO Recruitment  
Raine & Horne, Parramatta

## EVENT PARTNERS

Cricket NSW  
The King's School

## MAJOR GIFTS

### Organisations

Allens  
Baxter Healthcare Pty Ltd  
Bayer Australia  
Hare & Forbes Pty Ltd  
Nestlé Australia  
Parramatta Leagues Club  
Sydney Water

### Trusts and Foundations

Bruce & Joy Reid Trust  
Cecilia Kilkeary Foundation Ltd  
Collier Charitable Fund  
Hildanna Foundation  
Liangrove Foundation Pty Ltd  
Maple-Brown Family Charitable  
Foundation Ltd  
Newcastle Permanent Charitable  
Foundation  
Philandron Foundation  
Profield Foundation  
The Bluesand Foundation  
The Hawker Foundation  
The James N Kirby Foundation  
The Walter & Eliza Hall Trust  
Woodend Pty Ltd

### Individuals

Robert Albert AO  
Richard Blaiklock  
Michael Briggs  
David Clarke  
RK & MR Critchley  
Paul Espie  
Pieter Huveneers  
Patricia Lee  
Rocco Mangano  
Pam Mudford\*  
William Mudford  
Paul & Karen Okkerse  
Norm O'Neill  
P Tang

## MEMBERS

### Honourary Life Governor

Richard M Griffin  
D W King

### Honourary Life Member

R Casey  
Trevor Chappell  
Thomas J Claffey  
Terence Cody  
Edward Condran  
J Doug Donoghue  
Ron J Finneran  
Beverly Fletcher  
Jean Garside  
Frank & Carole Misson  
Lynne Moore  
A E F Rofe  
Normie J Rowe AM  
Norma Topp OAM

### Life Governor

Robert O Albert AO  
Arthur W Byrne\*  
Phillip J Cave AM  
Ann Coventry  
RK & MR Critchley  
John B Fairfax AO  
E Fairfax\*  
Keith & Betsy Forrester  
John A Gilbert\*  
Bill & Alison W Hayward  
Pieter Huveneers  
W M Loewenthal  
Rocco P Mangano  
Stan May  
B McLachlan  
Charles F Moore  
Pam Mudford\*  
Graham O'Donnell  
Paul & Karen Okkerse  
Les & Judy Rae  
John B Reid AO

David Ross  
Basil Sellers AM  
Tim Sims  
Dick Smith AO  
June Swanton\*

### Life Member

B Aboud  
Michael C Ahrens  
Kim Anderson\*  
Muriel Andrews  
Neil & Diane Balnaves  
C J & Y Barry  
Stewart A Bates  
Betty R Baxter\*  
Arthur S Bennett OAM  
Anthony R Berg  
Kathryn G Birks\*  
W D Blackshaw  
Richard Blaiklock  
Robert & Robin Bradfield  
John Broinowski\*  
Peter C Cadwallader  
Susan Campbell  
Chris Carr  
Paul Carr  
D Champion  
Mark & Evelyn Chan  
David C Clarke  
Stella Cornelius  
Roger Cowan  
Gretchen E Dechert  
Warren Dodd  
John Doran\*  
Bruce Downie  
S L Emery  
Mary Fairfax AC OBE  
Joyce Fardell\*  
Jeff Fenech  
W J Ferguson  
Wallis M Fletcher  
W Flynn AO  
Glenn Gardner AM  
Arthur George AO

John Gerahty  
Ina M Goulding\*  
Ross E C Grainger  
Ross Grant  
Colin Gray  
Trevor Gruzin  
P B Hall  
Con Harris  
Emmanuel G Harris  
Barry Hoffman  
Susan E Horwitz  
Helen M Hudson  
Ian Hudson AM  
Vic & MA Jacob\*  
Christopher H Janssen  
Hugh H Johnson  
Caroline Jones AO  
Megan Jones  
Robert King  
Marion A Kingston  
J Laws OBE  
Kevin Laybutt  
Patricia Lee  
Judy L Lennox\*  
B Linnell  
Aino M Mackie  
James & Adele Maloney  
Julie Manfredi-Hughes  
Robert & Sandra McCuaig  
Tony & Jill McGrath  
A D McIntyre\*  
Primrose Moss  
Ray Neale\*  
R Newman\*  
Elson Pow  
G Pow\*  
Peter Pynes  
Steven Rares SC  
Ruth Robertson\*  
Robert\* & Patricia Robertson-Cuninghame  
Sophie Rothery  
Jim Searant  
Gail Singh

John Singleton AM  
Anny Slater  
Christopher P Sparks  
Andrew W Stevenson  
John Surian  
Joan A Sutherland-Bonyngé OM AC  
DBE  
Hugh Taylor  
John H Valder  
Helen Wellings  
Brian G Wright  
*\*denotes deceased*

## PAYROLL GIVING

Allens  
ANZPAC Services  
British American Tobacco Australia  
Energy Australia Employees  
Childrens Appeal  
King & Wood Mallesons  
University of Western Sydney  
Veolia Transport

## STRATEGIC PARTNERS

Affordable Community Housing Ltd.  
Allens  
ARBIAS  
GHD  
St George Community Housing  
The Westfield Group  
University of Western Sydney

**“Thank you to everyone who donated to the Summer Appeal. The money will really make a difference to other people like me who need special equipment so they can do day-to-day things easily. Thank you also to everyone who sent in their messages of support, I really liked reading them – even the one from the Bulldogs fan!”**

Zadok Vatubua, Northcott client



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**Acknowledgements:** Text and Design: Northcott Disability Services Marketing, Communications and Media Team. Printing: Megacolour. Photography: Mark Rogers and ESJAY creative.



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