



Annual Report 2014-15

**Northcott**
supporting choice & opportunity

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

Our mission is to promote inclusion for people with disability within the wider community. Our unique approach focuses on innovation and using new ideas and approaches to ensure we meet clients' needs.

Our Purpose

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

Our Vision

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

Our Values

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

- ▶ Friendly and Considerate
- ▶ Committed and Enthusiastic
- ▶ Innovative and Responsive
- ▶ Ethical and Courageous
- ▶ Professional and Competent



Our Patron His Excellency General The Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales, is passionate about helping people with disability lead fulfilling lives as valued and active members of the community. Our former Patron, Dame Marie Bashir AD, CVO, accepted the offer to become a Northcott Life Member.

Traditional Owners

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

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

Our Name

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

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

Together these documents report on Northcott's activities and achievements in relation to our services, support and financial performance during 2014–15. They are written for Northcott's many and varied stakeholders, which include existing and potential clients and their families and carers, staff, donors, volunteers, community partners, other service providers and businesses, and government agencies. The Financial Report 2014–15 containing the full financial statements is available from www.northcott.com.au.

Authority

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

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

ABN 87 302 064 152

ACN 000 022 971

Annual General Meeting

Northcott's 2015 Annual General Meeting will be held on Thursday 12 November 2015.

Clients from our Parramatta Life Skills program.

Our history

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

The organisation grew quickly driven by the purpose 'to build an inclusive society where people can live the life they choose'. From the 1950s, we expanded to provide a range of services and support to meet demand from people with a wide variety of disabilities and their families and carers. In the last 20 years, new services such as employment programs, life skills centres and recreation services, as well as regional offices have opened. The SpineCare Foundation and Northcott Innovation are subsidiaries of Northcott.

About Northcott

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

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

Our approach is to encourage the people we support to take an active role in their own decision-making, giving them choice and control over how they would like to be cared for and treated.

We provide more than 100 different services and programs across all life stages from newborns to older people with disability and older carers. Our support covers Accommodation, Employment and Life Skills, Equipment and Technology, Individual and Family Support, Recreation and Respite, Therapy and Behaviour Support. We are also proactive in raising awareness in the wider community about people with disability and their rights and needs, and advocating for reform and best practice in the disability sector. Our subsidiaries, the SpineCare Foundation and Northcott Innovation, help us promote our purpose of building an inclusive society. We are registered to provide supports for participants of the National Disability Insurance Scheme (NDIS).

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

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

In 2014–2015, Northcott's operating revenue was \$52.1 million.

Disability in NSW and the ACT

Around 20 per cent of the Australian population has a disability – either acquired at birth or as a result of injury, illness or accident. According to the Australian Bureau of Statistics¹, in NSW around 1.3 million people (17%) live with disability. In the ACT, there are around 59,000 people (16%) with disability.

Regardless of where they live, people with disability experience disadvantage at every life stage and in almost every aspect of their lives.

In comparison to the general population, people with disability in Australia have lower educational outcomes and find it harder to get jobs and live in their own homes. They also earn lower incomes and are less involved with their community. Access to education, health care, accommodation, employment and recreational and sporting activities is often more difficult and mainstream service providers rarely fully understand their needs.

While society has become significantly more inclusive for people with disability, many people are still denied access to kindergartens, schools, shopping centres, mainstream services and community events and activities. Resources and support to help people with disability manage their condition and participate fully in the community remain difficult to access. As a result of these challenges, many people with disability experience social isolation and discrimination.

For Aboriginal and Torres Strait Islanders with disabilities, the challenges can be even harder to overcome. They face disadvantage as a result of their disability and their cultural heritage. Finding services that offer support and care in a culturally appropriately manner that meets their needs can be difficult to access.

Northcott's purpose is to build an inclusive society where people can live the life they choose. This means giving children and adults with disability the same opportunities, choices and rights as other people in the community. It also involves raising awareness and changing attitudes of the general population about what it means to live with disability and the abilities of people with disability to remove negative perceptions and opinions.

The National Disability Insurance Scheme (NDIS) is a leap towards positive change for people with disability and their families. The scheme provides individualised support and funding directly to eligible people with disability to help them live their lives the way they choose, have the help they need at home, be part of their community, build their skills and abilities and become more independent.

Northcott is fully supportive of the NDIS and campaigned for this revolutionary reform for many years. As a registered provider of NDIS supports, Northcott is working closely with clients and the National Disability Insurance Agency in the Hunter and Nepean and Blue Mountains regions in New South Wales (NSW) and in the Australian Capital Territory (ACT).

¹ Australian Bureau of Statistics 4430.0 – Disability, Ageing and Carers, Australia: 4430.0 - Disability, Ageing and Carers, Australia: Summary of Findings, 2012

What we do



Accommodation

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



Employment and Life Skills

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



Alex, Northcott support worker, with Mel (right), who is a resident at our transitional accommodation house in Woodbine.



Equipment and Technology

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



Individual and Family Support

Our Individual and Family Support services help people with disability, their families and carers to achieve their goals and understand the disability service system on their journey from pre-diagnosis to adulthood. We support clients and their families to meet others in similar situations, access relevant groups and services and receive assistance if they are facing a time of difficulty or crisis.



Recreation and Respite

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



Therapy

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



Person Centred Behaviour Support

Our Person Centred Behaviour Support service assesses all aspects of an individual's life to understand their behaviour. We work together to develop strategies to reduce behavioural concerns and increase coping skills for different situations. We have a collaborative approach that provides practical, long term strategies for families to support their family member and integrate with their lifestyle. Our team also provides capacity building workshops to help other service providers build staff skills and increase the ability of their staff to cope in a variety of situations and settings.

Chairman's report



2014–15 was another year of strong achievement for Northcott, with revenue growth of 24% to \$52.1m and a surplus for the year of \$2.7m.

Growth and expansion

Revenue growth was driven by:

- Growth in our Individual and Family Support stream, particularly in Transdisciplinary support, a newly developed offering;
- Growth in the Employment and Life Skills and Recreation and Respite streams as a result of increased client numbers;
- Commencement of the new, state-wide Preschool Disability Support Program, a significant strategic win enabling Northcott to support thousands of children with disability through more than 750 preschools around the state;
- Funding of seven new Early Links positions in recognition of the value of this program to children with new disability diagnoses and their families and communities; and
- Significant amounts of new funding allocated through Ageing, Disability and Home Care (ADHC) in South West Sydney, particularly in Individual and Family Support, Therapy and Respite.

Other achievements

Going live with our new client management system in August 2014, with this significant project being delivered largely on time and budget. The upgrade of our IT infrastructure was also successfully completed.

Commencing operations under the National Disability Insurance Scheme (NDIS) in the ACT. We are getting good traction in this region, built on our flexibility, client focus and innovation.

Winning a number of innovation awards, including being ranked 22nd in the 2015 BRW Most Innovative Companies list, the only not-for-profit company on the list.

As part of our continuing focus on innovation, we established a separate subsidiary company, Northcott Innovation, which was launched in March 2015. Northcott Innovation has a number of exciting projects underway, including the development of step climbing wheelchair technology.

Northcott and Northcott Innovation entered into a tripartite partnership agreement with University of Technology Sydney (UTS), to explore and advance research, development and innovation collaborations. As part of this partnership, we have taken up a 12-month residence in the 'Industry Hub' at UTS Ultimo campus.

In July we completed a merger with Community Access Support Service Ltd (CASS), a service provider operating in the Wagga Wagga region. CASS has been providing high quality service to its clients for 23 years, and we are delighted that the CASS Board selected Northcott as their merger partner.

NDIS

We continue to focus on ensuring Northcott is well prepared for the transition to the NDIS. We have successfully transitioned our clients in the Hunter, including the residents of our group home at Mt Hutton. As noted above we have also made good progress in the ACT and are well prepared for the commencement of the trial in the Nepean Blue Mountains region.

The NDIS presents both challenges and opportunities for the whole sector, including Northcott. To date through the NDIS trial sites, we have seen a great willingness on the part of the National Disability Insurance Agency, service providers and scheme participants to come together and keep working on how to make the NDIS work better. People come to this from very different starting points, both in terms of philosophy and knowledge, but the commitment to constructive relationships and learning from each other is setting the sector up well for a vibrant scheme full of choice and opportunity. The announcement in September 2015 of the detailed transition plans for the NDIS roll-out across NSW from July 2016 was a very anticipated, and exciting, development. The next two years will be crucial for Northcott and its staff and clients, as we all work together to fully transition to the NDIS.

We have added additional resources to strengthen our management team, and to ensure we are able to manage the significant levels of growth being experienced. As part of this, we have strengthened our project management resources and capability to ensure that we successfully manage the many projects underway within Northcott.

Attracting and retaining excellent people remains a challenge. One of the projects we have underway is to find new ways of attracting and developing staff.

Thank you

Northcott is benefitting from having such a strong, well balanced and committed Board during this period of significant growth and change. I would like to thank them wholeheartedly for their ongoing support and energetic contributions. During the year Margaret Nassar attended Board meetings as a Board observer as part of the Australian Institute of Company Directors Board Observership program, and I would like to thank her for her great contribution.

Finally, I would like to thank and congratulate our CEO, Kerry Stubbs, her Executive team and all staff for their efforts and achievements during the year. Northcott's strength has always been its incredible culture and people, and I'm delighted to report that it continues to strengthen, enabling the Board to pursue a strong growth agenda with confidence.



Michael Briggs

Chairman, Northcott Board

CEO's report



I hope this Annual Report gives readers some idea of the enormous changes happening for Northcott and the people we support in the current environment.

These changes are designed to improve the opportunity for our clients to fully participate in their communities, and to reach their full potential. However, ensuring those we support can fulfill their ideal goals requires a great deal of creative thought, planning, invention and sheer hard work.

Everyone at Northcott has worked extremely hard this year, and the results have been outstanding. Some achievements I am proudest of are:

- The commitment of staff to Northcott and its clients, demonstrated by the wonderful results in the staff satisfaction survey.
- The excellent service delivered to clients by staff, echoed in the results of our customer satisfaction survey, particularly the acknowledgement of the dignity and respect with which staff deal with clients.
- The innovation awards won by Northcott this year, and the continued emphasis we place on improving how we do things and finding better services to meet clients' needs.
- Our evaluation and research initiatives, so that we can be sure the services we deliver are making a difference to the people who use them.
- Our introduction of co-design principles across the organisation to ensure people with disability have a strong voice in the services they use.
- The excellent work our staff, Northcott ambassadors and client person centred champions do in advocating for the improvement of services to meet the individual needs of people with disability.

The next few years will continue to require hard work, dedication, imagination and vision from all of us. We are moving closer to the full implementation of the National Disability Insurance Scheme (NDIS), and we now have the schedule for the rollout across New South Wales. While we have learned a great deal from our work in the Hunter, the Australian Capital Territory and from July 1 2015, the Nepean Blue Mountains area, the demands of transitioning the whole organisation into the NDIS will test us in many ways. However, the planning and preparation we have implemented over the past four years has put us in an excellent position to be ready for the changes, challenges and opportunities the NDIS brings.

I would like to thank the Board of Northcott for their wise guidance during these exciting and challenging times. I continue to be grateful for our staff and their dedication to their work. I particularly wish to thank the volunteers, who give up their time so cheerfully and are of great service to our clients. And I would like to thank all supporters, funders, partners and the clients we serve. We hope to have you all along on the next stage of our journey.

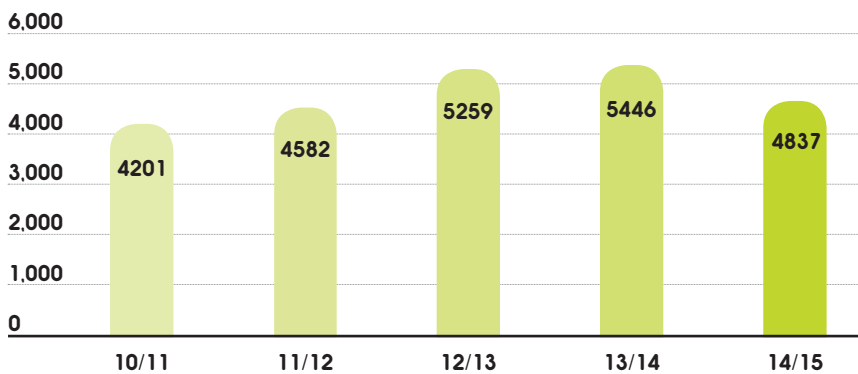
A handwritten signature in black ink, which appears to read 'Kerry Stubbs'.

Kerry Stubbs
CEO, Northcott

Who we support

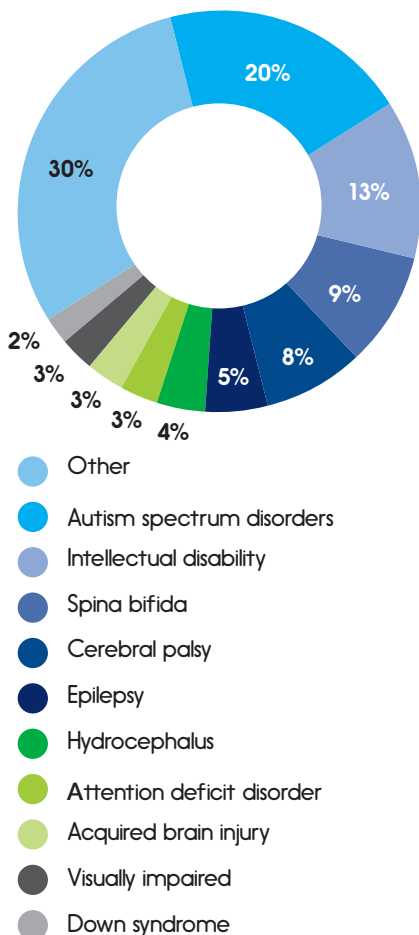
In 2014–15, our support and services reached thousands of children and adults with disability, and their families and carers, in New South Wales and the Australian Capital Territory.

Number of people with disability we supported

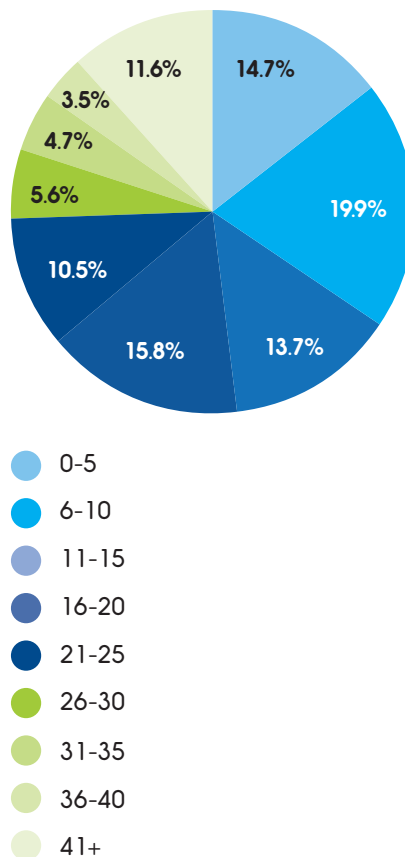


As a result of the full implementation of a new client management system, the way we collect and analyse our client information has changed. Differences in the way information is reported accounts for a reduction in client numbers reported, despite growth in individual services.

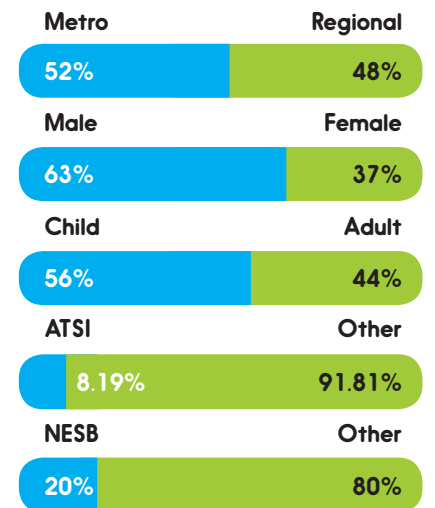
Our clients' disabilities 2014–15



Our clients' ages 2014–15



Client demographics 2014–15



ATSI - Aboriginal and Torres Strait Islander

NESB - Non English Speaking Background

2014-15

The year in review

Jul 2014

When the NDIS launched in the ACT, we were recognised as an NDIS preferred provider of early childhood supports. We commenced a Transdisciplinary Early Intervention Service for Canberra families, and throughout the year, supported new and existing clients to transition to the scheme. See page 22.

Sep 2014

We kicked off the first round of our FundAbility community grants program, calling for applications from individuals, community groups and organisations for funding to assist them to provide events, activities or facilities that are more inclusive and welcoming for children and young people with disability. See page 43.

Nov 2014

We surveyed our clients and their families to get their feedback on the quality of services and support they receive and what we can do differently. Overall, participants reported they feel our staff are responsive, courteous, friendly, polite and respectful. We were pleased with our satisfaction score of 84%. See page 40.

Aug 2014

Our new client management system to replace paper-based client files went live, giving staff the ability to access all client information from a single online location anywhere in the organisation. See page 77.

Oct 2014



We won two awards in the 2014 NSW Disability Industry Innovation Awards - one for our Feel the Vibe forum and the other for delivering innovative and flexible support through key life transitions and events.

Dec 2014

After an 18 month trial, our Speech Pathology and Occupational Therapy (SPOT) pilot program in western Sydney primary schools was hailed a success. Funded by WentWest Medicare Local and the NSW Department of Education and Communities, the program equipped teachers with more skills to ensure children in need of therapy weren't left behind in the classroom. See page 35.

Jan 2015

We partnered with Cooks Hill Surf Lifesaving Surf Club in Newcastle to stage our first surf camp for teenagers with disability. The teenagers learnt about surf safety and awareness and had their first ride on a rescue board with lifesavers. This was one of many new activities offered to clients by our Recreation service. See page 28.

Mar 2015



Our new subsidiary, Northcott Innovation was launched and we revealed the Step Climber device for wheelchair users. See page 74.

May 2015

We held our first Aboriginal and Torres Strait Islander staff networking meeting in Ballina to give our Aboriginal staff members the opportunity to meet and discuss issues around cultural competence and support. This is just one of many completed initiatives from our Reconciliation Action Plan. See page 59.

Feb 2015



The 19th Annual Northcott Cricket Legends Lunch raised \$221,000 for Recreation programs that do not receive funding from government or other sources. See page 69 for other fundraising achievements.

Apr 2015

Coinciding with its launch, Northcott Innovation hosted a Design Thinking for Social Innovation workshop and master class with experts from Stanford University. The workshop focused on how design thinking can be applied to new solutions and services for the disability sector.

Jun 2015

Our operating revenue grew to \$52.1 million up from \$41.9 million in the previous year. This included government funding of \$45.0 million (excluding capital grants). Our fundraising revenue also grew, reaching \$3.4 million. For more about our fundraising results see page 69, or for more about our financial and investment summary, see page 84.

Northcott Strategic Plan 2014-2017

We want to build an inclusive society where people can live the life they choose.

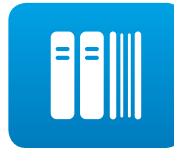
A society where everyone can:

- Make their own decisions
- Have equal rights
- Be treated the same

Our goals for 2014-2017:



To make our services even better at giving people with disability equal rights



We will make sure all our services are high quality and have clear policies.



To work with our clients and the community to improve disability services in NSW/ACT



We will do more research



To prepare our staff for the future



We will provide more training for our staff



To help Northcott become even stronger and more successful in the future



We will improve how we make decisions

We always try to be



Friendly and caring



Dedicated and keen to help



Creative and quick to respond



Fair and honest



Professional and do what we say we will do



We will make sure all our services and clients are ready for the NDIS



We will see more clients in more areas of NSW and the ACT



We will attract new clients and keep current clients



We will work with the government and people that influence the government to make good decisions for people with disability



We will look at different ways that we can run our services



We will improve our reporting systems



We will improve our technology



We will find new ways to raise and manage money

Achieving our Strategic Plan

Strategic Priority 1 - Strengthen and evolve services that drive inclusion

Activity	Initiatives	Progress
Ensure the quality, consistency and effectiveness of our services	Complete service profiles (including behavioural statements and assess our services to check alignment and consistency)	✓
	Develop best practice standards and frameworks	✗
	Refresh and simplify policy and procedures format and useability	➔
	Formalise our approach to quality improvement projects (involving staff and customers) and identify priority projects	✗
	Develop service flexibility improvement project	✗
	Rollout MOSS tool across Northcott	➔
	Evaluation framework in place across the organisation	➔
Reshape services to ensure viability under the NDIS	Provide information and documentation to current clients of our service offer prior to NDIS full rollout	➔
	Trial centralised customer intake mechanism and individualised packages in a region	✚
	Map and cost existing services against the NDIS clusters and prices	➔
	Reshape and agree our service delivery model for the launch sites areas	➔
	Further refine our service catalogue for delivery under the full NDIS	➔
Expand disability services in a targeted and responsive way	Investigate opportunities for service partnerships for expanding outside NSW/ACT	➔
	Explore opportunities to grow employment services under changing government models	➔
	Agree and implement our therapy services growth plan	➔
	Explore different delivery mechanisms for expanding services in NSW/ACT	➔
	Develop and maintain service mapping and market intelligence to inform business decisions	✓
	Pursue partnership opportunities with other disability providers	➔
	Implement our Reconciliation Action Plan in the current and new services we offer to Aboriginal people and their communities	✓
	Develop and implement the equipment and technology services strategy	➔
	Develop and implement our recreation services strategy	➔
	Evaluate our living skills centre based model and determine our expansion potential	✚
	Secure growth opportunities from the transfer of NSW Government operated disability services and assets	➔
Pursue opportunities and deliver innovative services	Create a model to generate and test new service ideas including exploration of internal innovation fund	➔
	External scanning to identify other business streams we may wish to expand into	➔
	Conduct market research to understand additional service offerings to our clients	➔
	Explore opportunity for dating services offer	✗
	Explore opportunity for driving school offer	➔

KEY: ✓ Completed ✚ Almost completed ➔ Commenced ✗ Proposed

Strategic Priority 2 - Lead and influence change through customer and community engagement

Activity	Initiatives	Progress
An influential voice in evaluation and research	Define our 3 year research and evaluation agenda	➔
	Explore secure varied funding models to commission research	➔
	Collaborative engagement with Ability First/NDS/other research partners	➔
A recognised and respected brand to attract and retain customers and donors	Provide information and education to existing clients as NDIS is implemented	➔
	Develop a customer retention plan for the organisation and underpinning stream activities and actions	➔
	Develop a marketing strategy to attract new customers in each stream and region	➔
	Establish a strategy to position Northcott as a quality provider in the NDIS environment	➔
	Enhance and leverage our client ambassador and client person centred champion programs	➔
	Continue to refine our offerings to donors	➔
Strong and diverse partnerships in communities	Establish and evolve partnerships with Medicare Locals	➔
	Establish and evolve partnerships with ATSI and CALD organisations and communities	➔
	Identify key mainstream organisations for partnerships and collaboration	➔
	Investigate options to enable people to live independently	➔
	Review and refresh our volunteers program	➔
A respected voice in policy at both State and Federal level	Continue and deepen our engagement strategy with local members	➔
	Review and refresh our Government Relations Plan	✘
	Contribute to submissions and inquiries as appropriate	➔
	Work with influencers and decision makers to inform and support the NDIS implementation and other relevant policy initiatives	➔

Achieving our Strategic Plan

Strategic Priority 3 - Build a workforce that shares our values and is customer focused

Activity	Initiatives	Progress
Resilient staff, responsive to changes in the environment	Refine our recruitment approaches	+
	Implement our frontline futures plan	→
	Review our rewards and recognition system to recognise initiative in people	+
	Strengthen the pool of people available for executive management roles	→
	Implement skills development opportunities for front line managers	✘
A skilled and flexible workforce to meet customers demands	Articulate the workforce required for Northcott of the future	→
	Develop IR instruments to support our service and workforce requirements	→
	Revise and review our employee benefits program	+
	Continue targeted training and development programs	→
	Scope our agency partnerships for workforce requirements	→
	Increase options for trainees, scholarships and internships	→
	Review mobile flexible workforce pilot and translate learnings across the organisation	→
	Look more creatively for sources of labour to meet our needs	→
Efficient HR systems	Review HRIS to identify support platform for the future	→
	Ensure HR system interaction and alignment with client management system	→
	Provide quarterly HR report to line managers	✘
	Establish organisation reporting of HR data	✘
	Establish internal audit regime on HR compliance	→

Strategic Priority 4 - Enrich our vibrant and viable organisation

Activity	Initiatives	Progress
Strong robust planning and decision making	Establish a service development methodology to implement new services	✘
	Develop a decision matrix for partnerships and mergers	✔
	Strengthen business planning approach and support tools	➔
	Improve our scenario planning and testing	✘
	Improve management reporting to the Board	➔
	Establish a process to capture NDIS and human services sector issues and how we respond both within and beyond Northcott	➔
Proactive risk management based on intelligence	Align customer and employee evaluation mechanisms and data to inform decisions	➔
	Establish disaster management plans	✘
	Develop an organisation mechanism for managing the prevention and response to abuse	➔
	Update the risk register as required	✘
Contemporary systems and technology to enable growth	Improve our corporate support to regions	✘
	Review and refresh technology strategy	✘
Improved quality and consistency of our services and measurement of client outcomes	Examine models for regionalised organisation	✘
	Establish an accredited quality system across Northcott	✘
	Implement the MOSS tool and develop a research project	➔
	Review quality of life measures for potential inclusion in CareLink+	➔
	Use benchmarking results from disability roundtable to improve operational efficiency and quality in therapy services	➔
	Work with Ability First Australia to expand opportunities for service quality improvement and reputation for Northcott	➔
	Implement the customer complaints and feedback system across the organisation	✔
Expanded revenue sources and sound fiscal management	Develop simplified customer contracts (legal & simple)	➔
	Establish unit costs of services in place across the organisation	➔
	Map and cost existing services against the NDIS clusters and prices	➔
	Identify and develop new funding streams	➔
	Scope the potential for social financing model and social entrepreneurship	➔
	Determine services suitable for philanthropy contribution and potential sources	➔
	Improve business line profitability, visibility and reporting	➔

Deigo (middle) and his family, Sean (left), Lee (right) and Annabella (front) are supported by Northcott in Newcastle.



Supporting the whole family

"What we want is for Diego to be able to participate in mainstream community. I don't want Diego's disability - him having autism - to affect anything. If he wants to go and do any career, I want that to be recognised and be part of his life. I think inclusion like this is really important.

Northcott's support has helped us to work through many of Diego's challenges, like washing his hands, shampooing his hair and issues around food. Getting Diego to sit at the table to eat and try different foods has been a huge step. He's now using a cup, spoon, knife and fork, and sitting at the table all the time. Previously it was a struggle for him to even sit on the chair. It means we can go out to restaurants.

Our coping strategies as parents are a lot better too. I feel like I can manage the challenges I have myself. Everything we are identifying [as a challenge] Northcott has been able to work through. Without Northcott we would have extremely stressful and incredibly difficult daily activities. Northcott has given us more coping skills and an understanding of what is behaviour-based and what is autism. Diego has definitely improved in leaps and bounds. The support is helping him to listen and follow direction. It is making a big difference to us all."

Sean and Lee Dorrington, parents of Diego, 8.

The Dorringtons access our Transdisciplinary Support Service in the Hunter region.

Mikayla (left) and her teacher Rachel enjoyed participating in our swimming carnival adapted for children with disability.



STRATEGIC PRIORITY

01

Strengthen and evolve services that drive inclusion

4,837

Children and adults with disability supported



One Person:
One Plan approach developed



Provider of Aboriginal Specific Flexible Respite packages in some areas



Greater variety of recreation activities offered



More NDIS clients



RAP completed

National Disability Insurance Scheme

As a registered provider under the National Disability Insurance Scheme (NDIS), we provided services to 39 children and adults with disability in the Hunter region and 24 children and adults with disability in the ACT. In these areas, we supported existing clients to transition to the NDIS and access our services using their NDIS funding. Across the two regions 37 of the clients are new to Northcott.

In the Hunter, we further developed our Transdisciplinary Early Intervention Service (see page 26) and successfully transitioned residents in our Mount Hutton Accommodation service to the NDIS, assisting them choose their supports under the scheme. In the ACT, where we are recognised as an NDIS preferred provider of early childhood supports, we opened a new office in Belconnen and commenced a Transdisciplinary Early Intervention Service. We also supported residents from our Long Term Accommodation service in Canberra to move to the NDIS and started to provide supports for participants from our Outside School Hours Care service who have entered the NDIS.

From our work in the Hunter and the ACT, we have developed a comprehensive organisation-wide plan to ensure we can continue to deliver services under the NDIS as the scheme rolls out across NSW. Our 'three point' plan considers all the crucial actions we must complete and implement in the coming year for our clients, staff and systems to ensure seamless transition and growth.

The coming year

The NDIS commenced in Penrith, the Blue Mountains, Lithgow and the Hawkesbury for children aged between 0-17 years with disability in July 2015. We have started an implementation plan that will ensure:

- we actively support families and children with disability who are already clients of Northcott to transition to the scheme;
- we are well positioned to expand our service offering particularly in Transdisciplinary Early Childhood services and multidisciplinary therapy services; and
- we can grow our services to meet the increased opportunity for support for families and children with disability not currently involved with Northcott.

We will also open a new office in Penrith to ensure greater accessibility for our clients in the region.

Over the coming year we will continue to educate and inform the people we support about the NDIS, and ensure our staff are prepared for the transition by keeping them updated with relevant information.

We will also continue to refine and streamline our business processes, systems and service models to ensure we can provide efficient, quality services to all our clients as they transition into, and start receiving services under the NDIS.

One Person: One Plan

Under the NDIS, people with disability will be supported to develop a single plan that outlines their goals and aspirations and determines the individualised funding package they will receive. To align the way we work with this framework, we introduced a systematic approach to client planning where each client has one coordinated plan regardless of the number of support services they receive from Northcott. A client's plan outlines all the strategies to meet their goals, with progress tracked in our client management system for all staff working with the client to see. Throughout the year more than 270 staff working in support roles received training in this new client planning approach, with participation in these workshops sparking interest from staff to develop innovative solutions to assist clients to live the life they choose.

Accommodation

NDIS services

Residents living in our Accommodation services in the Hunter and the ACT have successfully transitioned to the NDIS. We have worked with all these residents to develop individual NDIS plans that outline what services and supports they want and how they want these delivered. As a result residents now receive a more tailored service that better meets their needs with greater opportunities to work towards goals and become active within their wider community.

Vacancy rates

A strategic focus on marketing our Accommodation services saw vacancy rates in our Merrylands and Housing Links transitional services remain low, with around 93% occupancy over the year. This has resulted in a higher number of clients accessing the supports they need to move towards living independently in the community.

Ensuring residents in our Accommodation services are matched appropriately can be challenging, particularly due to the high demand for supported accommodation. To help us assess the compatibility and suitability of people such as those using our drop-in and shared accommodation services, we worked closely with housing partners and other organisations to resolve concerns experienced by residents.

The coming year

Our Accommodation services provide a good opportunity to promote the NDIS to clients, their families, friends and staff through informal and formal information sessions.

Maintaining a high quality of service across our offerings is important. A review of our transitional services began in the second half of 2015 with the aim of determining how programs can be restructured to be delivered to a wider range of clients within the NDIS framework.

We aim to grow our offerings across NSW and ACT. In the coming year, we anticipate new opportunities will present as government agencies withdraw from service provision and hand their services to the non-government sector. Opportunities to meet residents of other services, their families and guardians will give us the opportunity to promote Northcott to a new group of potential clients.

We will work with the University of Technology Sydney and other relevant experts to further develop innovative accommodation models of support for young people with complex support needs who are at risk of going into institutional care.

We will establish innovative accommodation options in partnership with housing providers to expand the range of options for people with disability needing accommodation and support in the Hunter region.



Service aims

People with disability:

- Live independently on their own or in share houses.
- Have a choice of affordable housing options.
- Learn skills to live independently, such as cooking and budgeting.
- Choose the care and support services they want.
- Participate in their local community.

Our impact

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



Service aims

People with disability:

- Get jobs.
- Learn life skills.
- Participate in the community.
- Access further education.
- Build independence and confidence.

Businesses:

- Employ adults with disability, building a more inclusive society.

Employment and Life Skills

Employment and Life Skills experienced considerable growth throughout 2014–2015, increasing total client numbers by 19%. This is largely due to a 51% increase in Vocational Skills and a 34% increase in Individual Life Skills.

We also established new Vocational Skills services in Tamworth, Wagga Wagga, Wyong and Campbelltown.

Although we lost an Employment service contract in the Nepean area, we gained a new contract in Chatswood, increasing the overall business share and making our service available in a new geographical area.

We have focused on providing contemporary adult learning opportunities, while offering more meaningful and individualised activities. There has also been a concerted effort to facilitate community involvement. We have supported clients to acquire skills to present at TAFE and industry conferences, facilitate person centred workshops, hold community performances and represent Australia at international sporting competitions. We have achieved good success rates in acquiring work experience and employment outcomes for many clients.



Through our Life Skills program in Parramatta, Bec participated in the Curious Kids program at Only About Children.



Our impact

- ▶ 24 Life Skills services provided community involvement and inclusion for 324 adults.
- ▶ 72% of clients who completed our Transition to Work program obtained employment.
- ▶ 108 adults with a disability were placed in jobs with assistance from our Employment service.

Evaluating our programs

This year, our Employment and Life Skills service focused on demonstrating a commitment to quality, with a number of internal service audits completed. Additionally, our programs funded by Ageing, Disability and Home Care (ADHC) were externally audited against the Disability Service Standards and achieved excellent results. This included the Parramatta Vocational Skills service and the Parramatta and Penrith Disability Employment Service (DES).

NDIS

With the introduction of the NDIS, Vocational Skills was one of our first services to be reviewed and redesigned under the new framework. As a result, a new Vocational Skills model is ready for operation within the NDIS environment and has been rolled out in current NDIS locations.

The coming year

We will continue to grow our Employment and Life Skills services, and will be establishing new facilities in Hurstville and Seven Hills in Sydney. The successful acquisition of Wagga Wagga Community Access Support Service Inc (see page 76) will also see our Life Skills services increase in this region over the coming year.

For clients not able to come in to our offices, we are exploring the viability of offering online training services through an E-Learning Project.

Preparation for the NDIS is a priority, and we aim to evolve by adapting Life Skills services to the new framework.

Above: Jessica, who lives with an intellectual disability, participated in our Transition to Work program in Tamworth in 2014.



Service aims

Children and adults with disability:

- Achieve their goals.
- Are supported to overcome times of crisis.
- Receive help to access funding and services.
- Are linked to support groups.
- Make new friends in similar situations.
- Overcome barriers to community participation.

Their families and carers:

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

Individual and Family Support

Community partnerships

Our Support Networks and Early Links programs primarily focused on working with mainstream community groups to establish opportunities for children and young adults with disability and their families. Across NSW, our teams coordinated workshops and facilitated events to promote inclusiveness and build capacity of individuals and local groups. Examples of parenting workshops include Stepping Stones, Circle of Security and Parents as Case Coordinators. Many of these workshops were delivered in partnership with local community services such as Northern Beaches Exchange in Northern Sydney and Junaya Family Development Services in Western Sydney.

We also improved our relationships with Aboriginal and Torres Strait Islander groups to enhance their connections with some of our specialist services. These partnerships have provided positive outcomes for families and created a referral pathway to Northcott from mainstream organisations in metropolitan Sydney.

Transdisciplinary Early Intervention Service

A key achievement for our Individual and Family Support service is the continued success of the Transdisciplinary Early Intervention model in the Hunter region and in the ACT. This service has grown significantly since its launch in the Hunter region in January 2014 and since July, we have created three additional programs with 15 new employees across five locations. Additionally, we ran a series of workshops focused on parent education to enable parents to be case coordinators within the transdisciplinary framework.

With growth expected in the coming year as a result of Therapy Enhancement funding from Ageing, Disability and Home Care (ADHC), 15 staff were trained in the model to help prepare for the future.

We also started delivering an innovative variation of the service where capacity building workshops and opportunities are provided in community settings such as parks. Families living in South Western Sydney have had the opportunity to seek advice about their child's development with therapists, behaviour support specialists and family support workers in a supported playgroup setting.

Early Links

This year, ADHC completed a series of state-wide interviews with Early Links providers. Our Early Links teams in Ballina, Coffs Harbour, Tamworth, Western Sydney, Nepean/Blue Mountains and Northern Sydney were interviewed about good practice, challenges and community links. Following positive feedback from ADHC, particularly in relation to our connections with the Ability Linkers in each region and our focus on linking children and families to mainstream supports, we were advised our Early Links services will be re-funded until 2018.

The coming year

We will evaluate the quality and outcomes of our Transdisciplinary Early Intervention model to enhance and ensure effectiveness of service delivery. Results from the evaluation will be used to make improvements to the model and ensure a consistent and best practice approach across the organisation in preparation for the NDIS roll out.

With commencement of the NDIS in the Nepean and Blue Mountains, we are actively preparing for growth of the Transdisciplinary service in this region and aim to begin delivering the service in September 2015.

Our impact

- ▶ 60 school holiday activities.
- ▶ 144 parent support groups.
- ▶ 11 carers week activities.
- ▶ 74 information workshops.
- ▶ 15 retreats and camps.



Northcott supports Stephanie (right) in her role as full-time carer for her mum, Jackie.



Service aims

Children and adults with disability:

- Challenge perceptions by participating in modified mainstream physical activities.
- Develop social supports and friendship groups.
- Attend community events, outings and cultural festivals.
- Grow their skills and confidence.

Their families, siblings and carers:

- Access respite to take a break.
- Meet others in a similar situation.

Recreation and Respite

Recreation

We have focused on building local partnerships with recreation-based organisations in order to offer a wider variety of camp and recreation programs to attract clients.

One example was our pilot surf camp with Cooks Hill Surf Lifesaving Surf Club (SLSC) in Newcastle, which ran in January 2015. Eight teenagers with disability learnt about surf safety and awareness and had their first ride on a rescue board with lifesavers. The camp created a pathway into the surf club for two local teens who now access Cooks Hill SLSC's Same Waves program specifically for children with disability or developmental delay.

Building the Recreation volunteer workforce is one of our Recreation Strategic Plan objectives, which aims to increase client and local community connections and help deliver cost efficient services. This year, Recreation staff worked closely with Northcott's Volunteer Coordinator to create more than 60 volunteer opportunities.

We reviewed our fee structure to manage funding source changes as a result of the introduction of the NDIS and its changes to our operating environment.



Our athletics carnivals give children with disability the chance to compete with their peers.

The coming year

We will continue to offer a greater variety of opportunities and activities for clients by building strategic partnerships with a range of other organisations including YMCA NSW, Disabled Winter Sports Australia, Cricket NSW and Royal Rehab.

Respite

Flexible Respite

As a result of delivering unique respite activities that give people greater choice, we attracted more Flexible Respite clients and received an additional \$1.1 million in funding, enabling us to support more than 140 new clients. Following feedback from our client survey (see page 40), we reviewed how our Flexible Respite packages are administered and reduced our administration fees to ensure we are competitive with other service providers and more transparent to clients. This is an important change that will help us attract new clients under the NDIS framework.

We were selected as the provider of Aboriginal Specific Flexible Respite packages in some areas.

Outside School Hours Care services

We have focused on improving the quality of our Outside School Hours Care services across NSW and the ACT. As a result, we have increased the number of clients accessing these services, with the majority of school holiday and after school care services operating at or near capacity.

The coming year

Along with several other services streams, we are trialing a centralised roster system to better manage support workers and ensure we are responding to client requests in a timely manner, particularly once the NDIS is fully rolled out. This will significantly impact the way we deliver Respite services by helping to reduce administration fees and increase efficiencies.

We are also working to change our fee structure to provide greater flexibility and choices for clients.

Our impact

- ▶ More than 50 new Recreation clients.
- ▶ 150 children engaged in our swimming and athletics carnivals.
- ▶ 30 clients and carers in Sydney Mardi Gras parade.
- ▶ More than 35 social outings for adults with disability.



Service aims

Children and adults with disability:

- Build their strengths.
- Improve their communication and mobility.
- Interact with other people.
- Participate in their local community.

Their families, schools, workplaces and other service providers:

- Have the right support and equipment.
- Have knowledge and confidence to support people with disability.



Therapy

Our Therapy service has changed dramatically over the last five years and we have continued to grow in both staff and client numbers. As a result, we appointed a Therapy Services Manager to lead and manage the overall delivery, development and growth of this service stream. To assist with staff development, we are also in the process of implementing a professional development framework which will cover areas including clinical supervision, professional development, competencies, mandatory training, student placements, a new graduate program, and induction and orientation.

Paediatric Spinal Outreach Service

In March 2013, our Paediatric Spinal Outreach Service (PSOS) was awarded a grant from The Baxter International Foundation to undertake the “Building Skills for Life” project. This project focused on developing transition-readiness skills in adolescents with spinal cord injury. The report was finalised in April 2015 and the findings are contributing to improvements in the care, experiences and outcomes for adolescents with chronic health care conditions, such as spinal cord injury.

One of the project outcomes was the development of a “Girls Day Out” for five young female clients from PSOS aged between 12-15 years. Supported by staff, the girls spent a day out together in Sydney’s CBD. The main objectives of the day, defined by the clients themselves, were to meet new friends and gain confidence in going out without parents or carers, including developing independence in self care skills, navigation and social engagement. The clients had never met before but were all keen to meet others of a similar age with a spinal cord injury. During the outing which included high tea, the clients learnt about purchasing their train and ferry tickets, using public transport and navigating the city.

Above: Our therapist Rania (left) shows All In! The Inclusion guide to Louisa (right) and her daughter Mia.

All In! The Inclusion Guide

We launched *All In! The Inclusion Guide* (www.all-in.com.au) in July with events in Tamworth, Ballina and Coffs Harbour. *All In!* is a website providing free advice on how to include young children with disability in a range of activities. Users answer three questions about the child's age, disability and the situation or activity where the child will be included to generate a report with specific advice, tailored to their individual needs. Since going live, almost 10,000 people have accessed the website.

All In! was funded by the NSW Department of Family and Community Services in 2013–2014. Our staff who support families with young children with disability now use the website to promote inclusion practices and get tips to help children to be included in activities such as birthday parties and sporting teams with other children.

Workshops

With funding from Club Grants, we developed and ran Social Skills for Autism Workshops for parents and children in various locations across Sydney in early 2015. The program was developed to promote greater inclusion of children with autism or a global development delay into mainstream settings by helping to improve their social skills development such as initiating conversations and asking questions.

School therapy support

Our Speech Pathology and Occupational Therapy (SPOT) in Schools program, which aims to develop teacher capacity in relation to inclusion strategies in the classroom, has continued to be a success. In 2014 an extension of the program was funded to help deliver direct therapy intervention to students. This is a joint project funded by WentWest Medicare Local and the NSW Department of Education and Communities. Due to the program's ongoing success we have now received additional funding to continue to deliver the program in 2015. See page 35 for more on this project.

The coming year

The NDIS will significantly change how therapy services are provided for people with disability, with clients and their families having more control and choice over the types of services they would like to receive. For our Therapy team, this will mean we need to adopt new models of practice and develop new and innovative ways to deliver services to clients, particularly those living in regional and remote areas of NSW.

To create a better experience and more seamless process for clients, we have started to restructure our Therapy service from individual therapy teams into one single team. We believe that this will ultimately provide clients with a faster, more responsive service that can deliver high quality outcomes, as well as allow clinical staff greater career and professional development opportunities in the future.



Program aims:

- Improve access to preschool education for children with disability.
- Promote inclusion and meaningful participation.
- Support preschools to develop their capacity to support children with behaviours of concern.
- Coach preschools to initiate conversations about a child's development with families.

Our impact

- ▶ 765 NSW community preschools supported.
- ▶ 2,365 children supported.
- ▶ 21 training sessions.
- ▶ \$1.2 million in funding awarded.
- ▶ 14 scholarships awarded.

Preschool Disability Support Program

In September 2014, Northcott was appointed Program Manager for the NSW Department of Education and Communities' Preschool Disability Support Program (PDSP). We launched the program in October, calling for applications from NSW community preschools for funding to assist with supporting children with disability and additional needs. We appointed a Program Manager and eight Preschool Disability Support Officers across the state to work with NSW community preschools. Our staff provide mentoring and support to early childhood educators and staff at community preschools to improve practices around inclusion of children with disability. We do this by implementing guidelines provided by the Department, administering funding for additional support requested by preschools for specific children and providing specialist training in face-to-face and online settings.

As part of the program, we also introduced a postgraduate scholarship initiative providing funding to enable community preschool educators to further their study in early childhood special education and enhance the sector's capacity to improve educational outcomes for children with disability.

The coming year

In partnership with the Department of Education and Communities we will evaluate outcomes and practices of the program to measure its impact on the sector and implement changes as required. We will also expand the training program to reach more community preschools, their staff and the wider community to continue to raise awareness about inclusive practices, the services Northcott provides and the changes the NDIS will bring.



The Preschool Disability Support Program supports the meaningful participation of children with disability in NSW community preschools.

Person Centred Behaviour Support

In the past few years, we have focused on building the capacity of our staff and the families, carers and other professionals we work with to manage and deal with behaviour that may be concerning or challenging. Through consultation, support and training, our approach advocates for practical and positive behaviour support strategies that give people with disability the respect and rights they deserve.

This year, our Person Centred Behaviour Support team has continued to grow in response to increased requests from other Northcott services and external organisations. Within the sector, our team is highly regarded for their expertise and we are regularly invited to deliver workshops and share our knowledge. This year, we presented 31 workshops to staff, families, carers and professionals across NSW on topics including Behaviour Support, Autism and Inclusive Learning. The workshops helped to create strong links between mainstream services and disability services and have led to mutual sharing of resources, skills and knowledge between professionals and services.

From an internal perspective, our Person Centred Behaviour Support team has focused on encouraging person centred approaches and preparing staff for the future of customer-led services under the NDIS. We encourage staff to truly listen, and support families' hopes and dreams. Our role is to support staff to ask the right questions that embrace this process. We also help with finding solutions and pathways to meet client goals.

Restrictive practices

Ensuring our clients are shown the utmost respect for their rights as individuals is very important to us. Through our Positive Behaviour Review Committee, we have continued to focus on limiting the use of restrictive practices, such as restraints or seclusion, as much as possible. When behaviour may be concerning or challenging, we work collaboratively to assess and approve carefully planned restrictive practices and develop strategies that work in the least restrictive way and maintain the rights of each individual. This year, as a result of this successful approach, we worked with Carers ACT to support them to manage their own committee and process for restricted practices.

The coming year

Under the NDIS, behaviour support teams that were previously part of Ageing, Disability and Home Care will cease to exist placing pressure on service providers to develop and provide this type of support. We see this as a great opportunity for our Person Centred Behaviour Support team to work with more organisations and professionals to deliver our specialist training packages and provide consultancy and support services. To meet that need, we have reviewed our training options and upskilled our staff to be able to deliver MAYBO conflict management training in crisis management and physical assault avoidance.



Greg is an Aboriginal client at our Life Skills program in Tamworth.

Working with Aboriginal communities

We successfully implemented our Reconciliation Action Plan and completed actions that have helped to build strong relationships and enhanced respect between our staff and Aboriginal and Torres Strait Islander peoples. These included developing the Northcott Aboriginal and Torres Strait Islander Cultural Acknowledgement Guide, providing cultural awareness training to staff and developing an Aboriginal and Torres Strait Islander Employment and Development Strategy. Our Stretch RAP 2015-2018 is now being implemented.

We continued to work closely with Ngallu Wal Aboriginal Child and Family Centre in Doonside and Koolyangarra Aboriginal Family Centre in Cranebrook to provide recreational activities for Aboriginal and Torres Strait Islander children with disability, their siblings and carers. At Koolyangarra, we also supported the Kooly Speech Therapy Playgroup in partnership with Penrith City Council, Nepean Community and Neighbourhood Services and the Cranebrook Community Health Centre.

Thanks to support from partners including ANZ Stadium and Tabcorp, we also supported families from these centres to access additional activities including trips to the football and a Bangarra Dance performance at the Sydney Opera House.

We worked in a partnership with the NSW Aboriginal Disability Network and other organisations including National Disability Services, First Peoples Disability Network and UnitingCare to participate in information sessions for Aboriginal and Torres Strait Islander families, communities and organisations about changes to the disability sector and preparing for the NDIS.

Evaluating our services

Evaluating the way we do things, the impact of services and outcomes for clients are important in ensuring we strengthen and evolve our services to meet the expectations and needs of current and potential clients. A number of trials, pilots and evaluation projects are currently underway or have been completed in the past year. Information and evidence gathered from our evaluations help to inform future service development and delivery.

Speech Pathology and Occupational Therapy (SPOT) in Schools Project

The SPOT in Schools pilot project ran over 2013-2014 with schools from western Sydney involved. An evaluation report was provided following completion. The aim of the project was to enhance teachers' skills in developing a curriculum more tailored to the unique communication and fine motor needs of the class, and to promote inclusion within schools. SPOT was funded by WentWest Medicare Local and The NSW Department of Education and Communities (DEC). Our Evaluation and Research team developed both quantitative and qualitative measures to assess the effectiveness of the project. The feedback received was overwhelmingly positive and the funders agreed to re-fund the program for an additional five schools for the remainder of 2014 and with enhanced services for 2015. Evaluation has continued with schools who are receiving 'SPOT-extension' services, and to date, this has received very positive feedback.

Partnerships in Inclusive Learning Project (PILP)

PILP is a multi-disciplinary project developed by Northcott to work in partnership with eight school communities in the Hunter and Central Coast regions of NSW. Schools were nominated for participation by the NSW Department of Education and Communities, with funding provided by Ageing, Disability and Home Care (ADHC). PILP seeks to build the capacity of teachers to include students with varying needs in mainstream classroom learning by sharing strategies from the disciplines of speech pathology, occupational therapy and person centred behaviour support.

Our Evaluation and Research Team worked with the PILP team to develop an evaluation framework to measure the impact of the project. A mid-project evaluation report was submitted in January with positive feedback. ADHC has been pleased with the outcomes and stakeholder feedback and the project has been re-funded with some amendments.



Our SPOT project in Western Sydney has helped students and teachers.



Funding programs to promote inclusion

"Inclusion promotes growth in both children with disability and those without. All kids benefit by learning respect and tolerance, plus they make strong friendships along the way.

We used Northcott's FundAbility grant to take the Wagga Football4All team to a Gala Day in Sydney so they would feel special. We took 42 people, including kids with varying disability, provided a night's accommodation, paid for meals and had a great time where families pushed money to the side.

The kids represented their town, something many of them thought they would never do. The team bonded and so did their families and supporters. They got to play at a world class facility, were mentored alongside junior state representative players and were presented with medals by Socceroos stars.

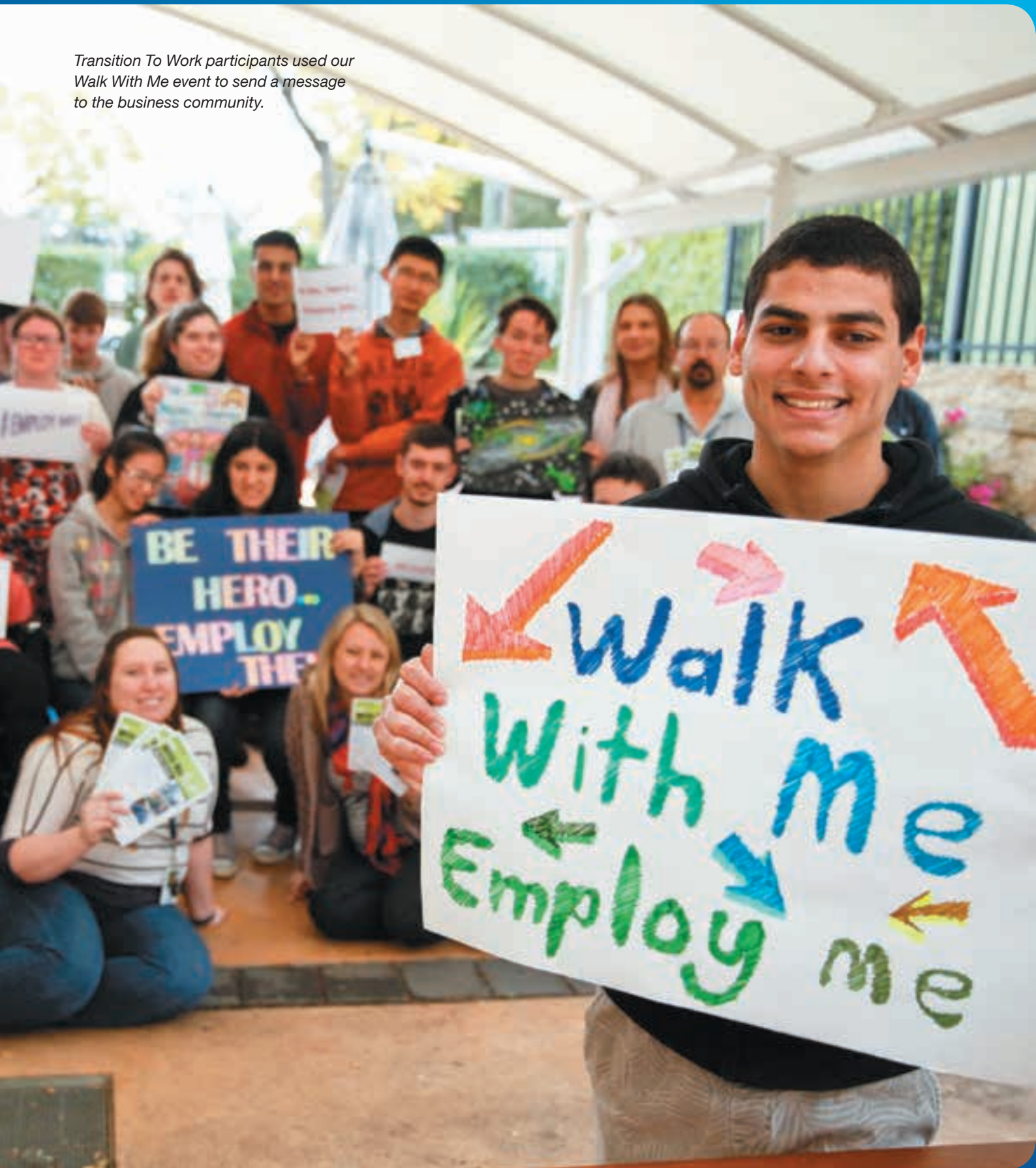
Parents only had to concentrate on their child and having a good time. A lot of these kids and parents don't really get the opportunity to go away. The kids made heaps of friends and the parents now have a support network.

Without the support of the FundAbility program this would not have been possible. FundAbility is a great way of getting funds out to community groups, organisations and individuals who are trying to make a difference and have an immediate impact on smaller groups supporting people with disabilities."

Michael Standley, FundAbility grant recipient

FundAbility is a small grants program supporting inclusion for children and young people.

Transition To Work participants used our Walk With Me event to send a message to the business community.



STRATEGIC PRIORITY

02

Lead and influence change through customer and community engagement



Awarded Australian Research Council Linkage Grant



Media commentary on issues of importance



Co-design model for service delivery developed



Industry leader in person centred practice

84%

Satisfaction score in client survey



SPOT pilot therapy program re-funded

Client survey

Feedback from our clients is vital to the improvement and success of our organisation. In November, we distributed our 'Speak Up – We're Listening' client survey to more than 3,500 people with disability and their families who access our services. We worked with Voice Project to develop a survey which could be benchmarked against our previous client surveys and against surveys from 16 other disability service providers. We also structured the questions around the NSW Disability Service Standards and National Standards for Disability Services.

We received just over 460 responses, almost three times more responses than we received for the 2012 survey. Results showed that clients, family members and carers feel our staff are responsive, courteous, friendly, polite and respectful, and that we provide information that is clear and easy to understand and use. We achieved an overall client satisfaction score of 84%, which is 2% higher than the organisations we are benchmarked against.

Recommendations for areas of improvement or further development from the survey include:

- ensuring there are enough opportunities and supports to help clients achieve their goals;
- maintaining high quality services and programs and finding ways to enhance these;
- offering advice and assistance so clients can be in control and make the right choices;
- ensuring better communication of the complaints and feedback procedure; and
- ensuring clients and families continue to be consulted about the services and programs they access.

These recommendations will inform future service delivery and planning.

Co-design model

Driven by our commitment to person centred practice, we have developed a model for establishing and delivering our services that allows people with disability to be involved at the development and facilitation stages, as well as by participating in our services. This co-design model aims to maintain and strengthen the voices of people with disability and enable our clients to be active and meaningful partners in our service delivery. This year, our model received attention from the wider disability sector. We were asked to present about our approach at a conference and also received funding to participate in the National Community Inclusion Initiative, funded by National Disability Services. The initiative is trialing innovative approaches in developing peoples' community capacity.

Our project, the Tamworth Community Inclusion Project, involves five young adults from our Tamworth Life Skills service. They will be assisted by five Tamworth support workers and two mentors, who are Northcott Person Centred Presenters and Facilitators with considerable experience in building their own community connections. The aim of the project is to strengthen each client's community connection and support them to be more active and engaged in the Tamworth community. Planning will be undertaken by the clients with support from their support worker and the mentors.

Overall client satisfaction score = **84%**



of clients intend to continue using our services and programs



would be happy to refer others to Northcott



said Northcott staff understand their needs



said our staff respect them



said our staff respect their privacy



Participants at the Walk With Me event in Parramatta.

Community engagement

Supporting people with disability to be more involved in their community through events, activities, volunteering or working helps to raise awareness about inclusion and rights of people with disability. It also helps to attract new clients and build our reputation in the sector and wider community.

Our events

Walk with Me

2014 marked the fifth year of Walk with Me. Once again we encouraged members of the community to walk alongside people with disability to promote an inclusive society. This Australia-wide event is coordinated by Ability First Australia. Our events in Duboo, Newcastle, Parramatta, Tamworth and Wagga Wagga saw hundreds of community participants and raised over \$35,000 for our local offices.

Cricket Legends Lunch

The 19th Annual Northcott Cricket Legends Lunch was held in February at the Sydney Cricket Ground, with the support of our charity partner Cricket NSW. Over 500 people attended and we raised more than \$221,000 for our Recreation service.

We are grateful for the continued support from Frank Misson and Mike Coward, longtime contributors to the event.

Mardi Gras parade

This year, 50 staff, clients, and their friends and carers from Sydney and regional areas participated in the Sydney Gay and Lesbian Mardi Gras parade. We marched alongside Cerebral Palsy Alliance and People With Disability Australia to celebrate inclusion and diversity in all aspects of life. Our float won the Ron Austin Award for Most Fabulous Parade Entry by the Mardi Gras Committee.

Local partnerships

At local level, our staff went to great efforts to build strong relationships with local businesses, other community organisations and the wider community to raise awareness about our services and programs, and advocate on behalf of people with disability. Through our programs and services, such as Life Skills, Day Programs, Community Participation, Recreation and Individual and Family Support, we facilitated ways for our clients and families to be involved in local mainstream community activities, such as the Tamworth Country Music Festival, volunteer work or work experience. We partnered with a wide variety of businesses including education providers, art schools, theatres, sporting organisations, community groups, Aboriginal-specific groups and local events to give more opportunities and choices to our clients.

"Communities in Practice has inspired me to introduce person centred practice at work, including community consultation."

Communities in Practice participant

Community and sector initiatives

Communities in Practice

Using funding from NSW National Disability Services as part of their Person Centred Approaches Program, we continued to facilitate three Person Centred Communities in Practice groups in Northern Sydney, Cumberland Prospect and Nepean. Through these groups staff from more than 95 other organisations gather for regular meetings to listen, share and learn from one another's person centred practice. We are now collaborating with practice leaders from several organisations to ensure the groups are self-sustaining. By running these groups we have been able to demonstrate our leadership role in person centred practice.

Feel the Vibe

We ran our second Feel the Vibe Forum and Expo in Canberra in June. This event focuses on issues around disability and sexuality faced by people with disability and their families and openly discusses ways to overcome some of the barriers, including practical strategies and community perceptions.

Speakers at the forum included a representative from the Sex Workers Outreach Project, an expert from the Sexual Health and Family Planning ACT, a Sexologist and an Occupational Therapist. The headline speaker at the forum was a current client of Northcott who shared her and her fiancé's experiences. The expo was held on a Saturday and provided a fun night out for people with disability to explore products and get advice.



Izak (front left), Evander (middle) and Hayley (front right) were featured in the Medikidz comic books about living with spinal cord injury.

FundAbility

FundAbility is a program we developed in partnership with the NSW Department of Family and Community Services to promote inclusion for school aged children and young people with disability. The program provides small grants to assist organisations to provide community events, activities or facilities that are more inclusive and welcoming for children and young people with disability. It is being rolled out to regions across NSW from September 2014 to June 2016.

Programs and initiatives to receive funding include Bryon Bay's Circus Arts project which used funding for staff training and equipment upgrades to increase access and inclusion for children with disability; Cranes story writing program for children, where an author with an intellectual disability led a writing class for children; Kickability football program for children with disability run by AFL NSW; and the Tamworth Children's Adventure Playground Project which used the grant to build a playground space particularly suited to children with special needs playing with other children.

See our case study on page 37 for more about a FundAbility grant recipient from Wagga Wagga. Also see www.northcottannualreport.com.au/2015 for videos of FundAbility projects.



Medikidz Comics

Our division, the SpineCare Foundation, collaborated with Medikidz (a global children's healthcare education brand) to produce two world-first educational comic books designed to explain complex medical information about spinal cord injuries in a format that children can understand and engage with. The comic books are based on the real life stories of three children who live with spinal cord injury. They were written by the Medikidz team of doctors and reviewed by Australian paediatric spinal cord medical specialists. Our Paediatric Spinal Outreach Service use the comic books with clients and they have been distributed to Spinal Cord Injury clinics, libraries and schools. Online versions of the comic books are also available for download.

For more information about the project, see the case study on page 49.



The covers of the Medikidz comic books produced by the SpineCare Foundation.

Research

Research plays an important role in designing and delivering our services and ensuring we meet the needs of our clients. For these reasons, we actively support, promote and undertake research. This year, our Quality in Research Standing Committee (QIRSC) reviewed 51 projects, including external research projects and internal evaluation tasks, to determine whether we would endorse these projects.

Linkage grant

In collaboration with Southern Cross University (Chief investigator), University of New South Wales (Chief investigator), Dundee University, National Disability Services and NSW Family and Community Services, Ageing, Disability and Home Care, we were awarded an Australian Research Council (ARC) Linkage grant for a project aimed to improve the rights and wellbeing of young people with cognitive disability. The project will explore the young people's relationship and interaction with paid support workers. Young people with cognitive disability will be involved in the project as research participants, members of an expert advisory panel and as community research assistants.

Spina Bifida Adult Resource Team project

The Agency for Clinical Innovation provided funding to Northcott to undertake a process evaluation of the current service provision of our Spina Bifida Adult Resource Team (SBART). The evaluation included reviewing the SBART database, surveying SBART clients about their use of and satisfaction with the service and the SBART Facebook page, and surveying clinicians from the Spina Bifida Collaborative. Recommendations included increasing staffing levels to meet demand from clients that require support for their health and community needs and to ensure there is support for older adults after they transition to an adult service.

Moree research project

In partnership with the University of New England, we commenced a research project to investigate what access and inclusion means for children in Moree aged 0 to 8 years and their families. A broad range of stakeholders in Moree, including families, have been interviewed and outcomes will be reported in the coming year. We hope the project will enable our staff to explore different delivery mechanisms for services and develop further collaborative research partnerships.

Publications

- Newman, B. (2015), *Speech Pathology and Occupational Therapy (SPOT) in Schools- SPOT extension preliminary evaluation report*, Northcott, Sydney, New South Wales.
- Newman, B. (2015), *Partnerships in Inclusive Learning Project (PILP) mid project evaluation report*, Northcott, Sydney, New South Wales.
- Mears, T. (2015), *Spina Bifida Adult Resource Team evaluation report*, Northcott, Sydney, New South Wales.

The coming year

One of the research projects we will evaluate in the coming year is "It Takes Two To Talk® – The Hanen Program® For Parents of Children with Language Delays". In partnership with the University of Queensland, in a world-first pilot we will evaluate the outcomes of delivering this service entirely through telepractice.

Quality in Research Standing Committee reviews

51

Projects reviewed

38

Approved

8

Not Approved

5

Pending

Advocacy, submissions and inquiries

We are committed to ensuring equal rights of people with disability through advocacy. Our advocacy work continues to be an effective way to engage with government and the wider community on issues relevant to people with disability and their families and carers, and our mission of building an inclusive society where people live the life they choose. Part of this work includes preparing submissions to government and speaking out on specific issues which we think are important. This year, we spoke out on topics including access to affordable accommodation for people with disability, equal rights, inclusion and child and client safety.

Housing issues

We have positioned ourselves strongly in the industry as experts in supporting people with disability to attain and manage their supports in accessible and affordable housing in the Sydney region. Working with our partner housing organisations, we participated in a housing forum and reform briefing. We also supported our clients to tell their stories at the Federal Senate Inquiry into the lives of young people with complex disabilities living in aged care or other inappropriate institutional care settings. We voiced a strong view that residential aged care is no place for a young person with disability, regardless of their level of support needs. We called for greater investment in accessible, affordable housing so that all people with disability may be able to live in a home that is right for them. We also submitted a position paper to support a submission by National Disability Services on housing issues experienced by people with disability.

Child protection and client safety

We made a submission to the consultation paper on redress and civil litigation at the Royal Commission into Institutional Responses to Child Sexual Abuse. Following this written submission, we were the sole disability service provider invited to appear at the Royal Commission hearing. We reinforced our concerns that the specific needs of people with disability who may be eligible to access a redress scheme had been inadequately addressed.

We also made a submission to the Federal Senate Inquiry into violence, abuse and neglect against people with disability in institutional and residential settings. We argued that minimum requirements of a National Quality Framework should include a National Criminal Record Check and a National Working With Vulnerable

People Check; a National Complaints System; and a nationally consistent system for reporting violence, abuse and neglect towards a person with disability.

Employment for people with disability

We submitted a response to the *McClure Welfare Review, A New System for Better Employment and Social Outcomes*, where we said that a new system of income support would need to be flexible to account for individual circumstances and be responsive to changing needs. We also said that the early childhood education and care system needed to be better resourced and supported to meet early learning needs of all children, including children with disability, to assist parents of children with disability to engage in work. We argued that better access to post-secondary education for people with disability would support more people to enter the skilled workforce, and that employment pathways need jobs to lead to. Our submission also suggested ways that the job services system could be improved.

National Disability Insurance Agency consultations

We submitted two papers to the National Disability Insurance Agency in response to consultations. One paper looked at what systems and processes were needed for people to obtain assistive technology devices under the National Disability Insurance Scheme (NDIS), and we advocated a position where individual participants should be skilled and supported to make their own choices. The other paper looked at options for the development of an NDIS Quality and Safeguarding Framework. We said the framework needed to ensure that NDIS pricing was high enough for providers to be able to ensure quality services and invest in retention of good workers. We also said that regulation of disability services should be based on the different levels of risk that they may pose to clients and that there should be national systems for handling complaints and for screening staff.

Traditional and social media coverage

Advocating on behalf of people with disability and promoting Northcott as an innovative service provider is an important aspect of our work. We use traditional and new media channels to share news about our organisation, promote our services, talk about the achievements of clients and raise awareness of issues important to people with disability. This year, we achieved significant mainstream media coverage for initiatives including:

- our athletics and swimming carnivals;
- our Walk With Me events in Parramatta, Dubbo, Tamworth, Wagga Wagga and Newcastle;
- All In! The Inclusion Guide;
- FundAbility; and
- Feel The Vibe in the ACT.

From an advocacy perspective, our CEO Kerry Stubbs was interviewed by the media on issues including the need to improve the availability of housing for people with disability; sexuality and disability; inclusion and the NDIS. In regional areas, particularly the locations where the NDIS has commenced, we worked with local managers to raise our profile and promote our services through local print and radio coverage.

Social media continued to be a successful way to engage with clients and the wider community. The number of Facebook 'likes' for the Northcott page increased by nearly 50% and we found this to be a good channel to promote our events, advocacy and the activities of clients.

As the NDIS rolls out across NSW, we will continue to work with local managers to promote Northcott by sharing positive stories about our clients and the outcomes they achieve with our support.



Our client ambassadors, Cameron Ryan (left), Mat Earley and Louisa Silva.

Client ambassadors

We continued our client ambassadors program as a way to build engagement with our clients, and the wider community. This year, we worked with Cameron Ryan, Louisa Silva and Mat Earley, who shared their experiences of disability with the wider community to help us reduce stereotypes and reach out to other people in similar situations.

Cameron is a young adult with Asperger's Syndrome. Our Illawarra Transition to Work program has helped Cameron take advantage of new opportunities, build his confidence and develop new skills. Louisa is a single mother to three girls, including Mia, who was born with a range of birth defects that have affected her development. As a parent and carer Louisa is able to share her experience with others in similar situations so they know they are not alone. Mat has spina bifida and is supported by our Spina Bifida Adult Resource Team. He is our first regional client ambassador.

Our thanks go to Cameron, Louisa and Mat for their contributions this year.

Tertiary scholarships

With the financial support of three generous benefactors, we assisted 34 university and TAFE students with disability to further their studies through our annual scholarship program which awards around \$40,000 each year. Students can use the funds to cover the cost of travel, textbooks, computer equipment and other resources related to their studies. Through this scholarship program we aim to support students with disability to undertake tertiary studies. Students with disability often have additional obstacles to overcome in accessing a tertiary education, such as additional costs for travel and expenses to cover other support requirements.

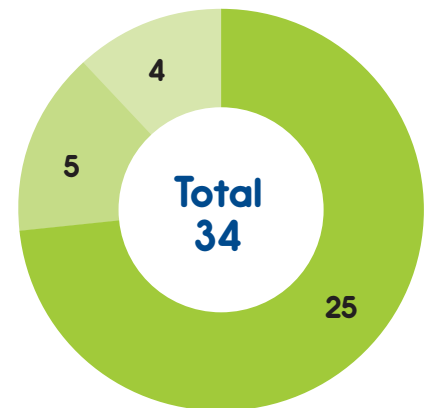
The Northcott Research Fund also awards a scholarship worth \$29,000 per year to a PhD student.

Conferences and forums

One of our strategic goals is to increase the number of Northcott presentations at state, national and international conferences in our areas of expertise. This will showcase our innovative programs and services and demonstrate how our delivery models and initiatives are contributing to improved outcomes for clients and evidence-based practice. Presence at industry conferences and forums is also an effective way of raising our profile within the sector and building awareness around our purpose and mission. We also support clients to attend relevant conferences and present on their lived experiences of having disability.

This year, approximately 30 staff and clients attended conferences, and three abstracts were submitted and presented. In addition, our staff attended a wide range of expos and forums to promote our services to new clients.

Scholarship recipients



- Thomas Hepburn Lennox Scholarships
- Gregory and Dolores Farrell Scholarships (under the auspices of the SpineCare Foundation)
- Anonymous benefactor

Staff member, Liz Hopkins, presents about person centred practice.



Izak and his mum Diana enjoyed sharing their story about living with spinal cord injury for the Medikidz comic book.





Raising awareness in creative ways

"I was overjoyed to hear that Izak would be able to share his perspective through a comic book. Firstly, it would clear up a lot of misconceptions people share about his disability and secondly, Izak is passionate about comic books so I knew he'd be very agreeable to the project.

Comic books appeal to both the young and old. They are able to portray a message vividly - making understanding Izak's disability a lot easier. I felt that the Medikidz comic really broke down the basics of Izak's disability with easy to understand explanations and pictures.


Children and teens are quick to judge and will often segregate those who are different. This comic book has helped those kids and Izak's mates understand more about his way of life. By doing so, they empathise with Izak and treat him with more respect and consideration. I think it also boosted Izak's self-esteem and instilled confidence in him.

It's important for people in Izak's community to know about disability in general because it teaches them about what the disability is and how it is to live with disability. Innovative projects like this make it easier for this message to reach others.

Just like any other mother, I want my child to feel included at school and in public. Inclusion instils a sense of belonging and makes growing up an enjoyable experience. Inclusion will only happen if kids and adults are more aware about Izak's disability."

Diana Hassan, mother of Medikidz participant, Izak

The SpineCare Foundation published "Medikids explain Spinal Cord Injury" in conjunction with children's medical publisher Medikidz Ltd to educate children about spinal cord injuries.



Staff from our Parramatta office participating in Walk With Me.



STRATEGIC PRIORITY

03

Build a workforce that shares our values and is customer focused



812

Staff members



202

Volunteers



\$160,000

Worth of volunteer hours



NDIS training for staff

81%

Overall staff engagement score

Our Board

**Michael
Briggs**



**Tony
Abrahams**



**Kirsten
Armstrong**



**Richard
Blaiklock**



**Nick
Cardno**



**Christopher
Janssen**



Michael Briggs - Chairman

**B Comm ACA AGIA MBA
Director since 2003**

Michael is a Business Advisor and Investor. He is the Chairman of Antec Engineering Pty Ltd and a Director of SCEGGS Redlands Ltd and Northcott Innovation Ltd. He is also an Advisory Board Member of Anytime Fitness Group and of Guided Knowledge Pty Ltd. Michael has been Chairman of Northcott since 2009.

**Finance and Properties Committee
Nomination Committee
Remuneration Committee**

Tony Abrahams

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

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

**Nomination Committee
Remuneration Committee**

Kirsten Armstrong

**M.Ec M.PH FIAA
Director since 2013**

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

Finance and Properties Committee

Richard Blaiklock

**B Comm MBA
Director since 2003**

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

**Chair, Nomination Committee
Chair, Remuneration Committee**

Nick Cardno

**MA (Hons) CA MAICD
Director since 2013**

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

**Chair, Finance and
Properties Committee**

Christopher Janssen

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

Christopher is the Founder and Managing Director of GPC Electronics and affiliated companies. He is also a Director for The Warren Centre for Advanced Engineering Ltd at The University of Sydney, on the Advisory Board of Centor Holdings Pty Limited and a Warden at St Andrew's Anglican Church, Wahroonga. He is a registered (non-practising) Medical Practitioner and a Fellow of the Australian Institute of Company Directors.

Finance and Properties Committee

**Jeyan
Jeevaratnam**



**Andrew
Mansour**



**Debra
Richards**



**Dr Rob
Silberstein**



**Kerry
Stubbs**



**John
Surian**



Jeyan Jeevaratnam

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

Jeyan is the Chief Growth Officer for Avanade APAC and was previously Managing Director of Avanade Australia, Managing Director of AT&T Australia and NZ and held senior executive roles at IBM. He is a Director of the Australian Information Industry Association (AIIA), and a Member of the Australian Institute of Company Directors and the World Presidents Organisation (WPO).

Andrew Mansour

**B Ec LLB (Hons)
Director since 2010**

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

Debra Richards

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

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

Dr Rob Silberstein

**MMB BS MHL LLB
(Hons 1) MIP GDLP FIPTA
Director since 2009**

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

Kerry Stubbs

**BA(Hons), MA(Hon),
GC(Writing), MAICD
Director since 2008**

Kerry is the Managing Director and CEO of Northcott. She is a Director of the SpineCare Foundation Ltd, the CRC for Water Sensitive Cities, Northcott Innovation Ltd and asOne Therapy Ltd. Kerry is also the Chair of the National Accreditation Authority for Translators and Interpreters Ltd and a Member of the Finance and Investment Committee for the University of Western Sydney Board of Trustees and the Australian Institute of Company Directors. 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
Remuneration Committee**

John Surian

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

John is the Licensee and Principal of Raine & Horne Parramatta and Raine & Horne Commercial Parramatta, a firm that has been respectively engaged in the sale, leasing and property management in the broader metropolitan area of Sydney and Parramatta since 1976. John is also a Licensed Business Broker and Auctioneer and provides property advice including site consolidation, acquisitions and project management.

Finance and Properties Committee

Our executive team

**Kerry
Stubbs**

**Lee
Carpenter**

**Tracey
Gleeson**

**Alison
Kent**

**Mike
Churchman**

**David
Jackett**

**David
Long**

**Rebecca
Rodwell**

**Liz
Forsyth**



Kerry Stubbs

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

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

Lee Carpenter

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

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

Mike Churchman

**Chief Financial Officer
MA (Oxon), CA, AGIA. Appointed 2015**

Mike is responsible for Northcott's financial operations. He has previous experience in the disability sector in governance and finance roles and in commercial finance roles in blue chip companies across Australia and New Zealand.

Tracey Gleeson

**General Manager, Client Services
BEd, DIPBM. Appointed 2010**

Tracey has worked in the disability sector for 24 years in many roles

and service areas including in accommodation, education and life skills and with the Department of Community Services. She has a family member with a disability.

David Jackett

**General Manager, Marketing
ACMA. Resigned 2015**

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

Alison Kent

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

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

David Long

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

David has responsibility for Northcott's strategies that ensure we attract and retain the right people, and that they are equipped to meet our future challenges. He has

more than 25 years' experience in human resources management across various industries in the public and private sectors, having worked for the Roads & Traffic Authority, the TAB, and St Vincents & Mater Health Sydney.

Rebecca Rodwell

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

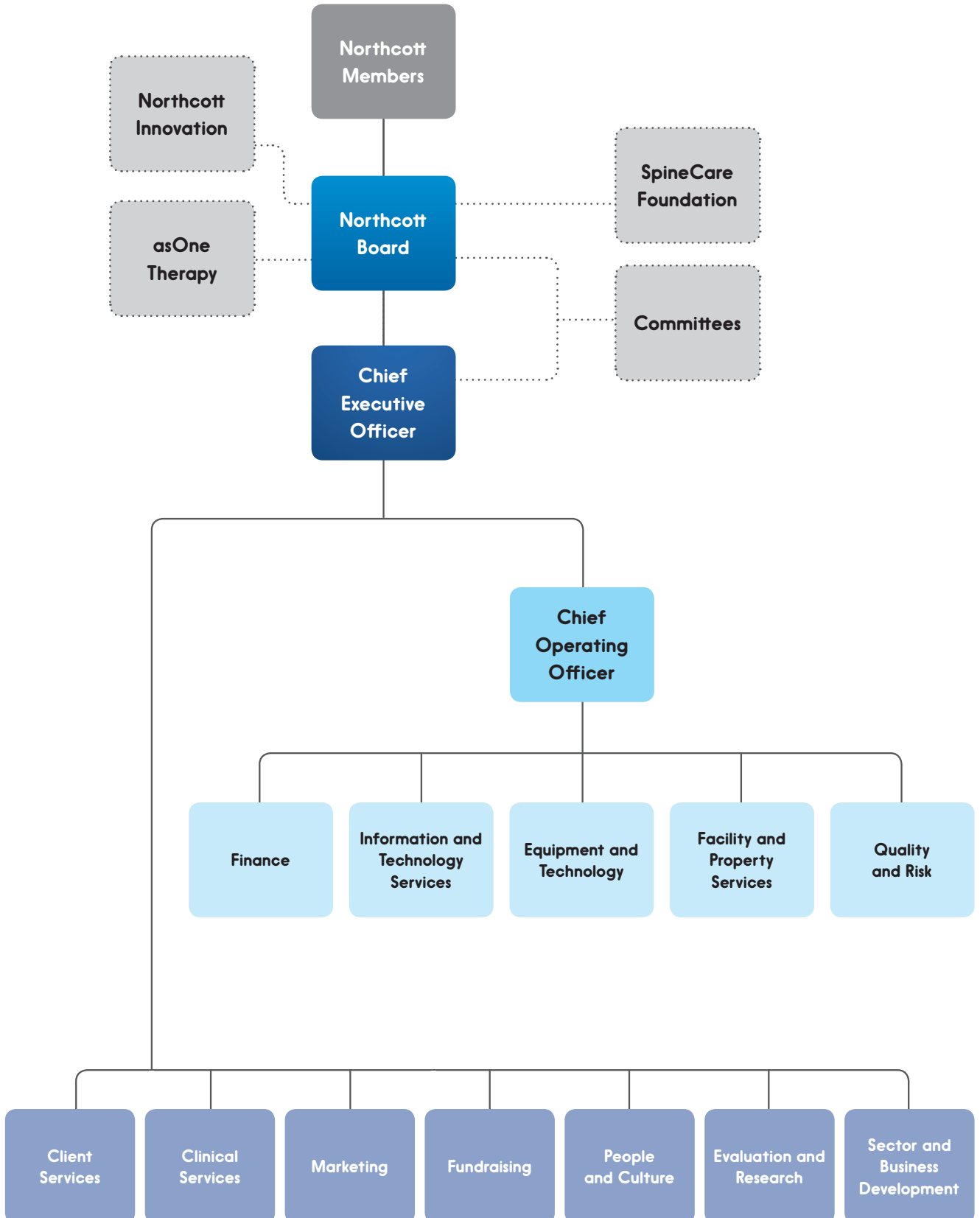
Rebecca manages our research activities and the way we monitor, review and improve our services. She was previously Northcott's Manager of Service Development and Government Relations and Manager of Respite Options. She has also worked as a support worker, program coordinator and service manager.

Liz Forsyth

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

Liz manages new business development, growth and strategic partnerships, including our strategy and response to the National Disability Insurance Scheme (NDIS), individualised and self-managed funding models and engagement in social policy in the disability and human services sector. She has a social work background and in 2014 was appointed Executive Director of Northcott Innovation Ltd.

Our organisational structure



812
Staff members

Our people

Our workplace profile

During 2014-15, we had 812 (458 full-time equivalent) staff working across NSW and the ACT, an increase of 15.7% from the previous year. This includes over 75% of staff working in community service roles providing direct support for clients.

The staff attrition rate for the year was 20.2%, which is a significant decrease on the previous year (29.6%). To attract and retain our employees, we promote flexible working arrangements and encourage staff to take annual leave entitlements for their health and wellbeing.

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

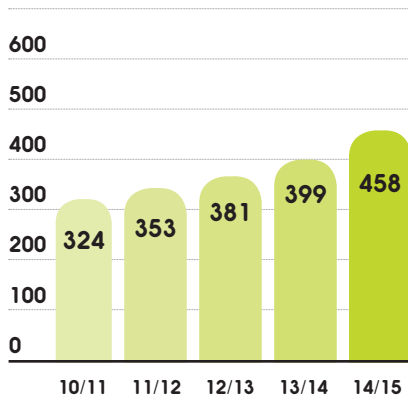
Staff recognition

We continued our monthly Employee Recognition and Service Awards program as a way to recognise and acknowledge those staff members who display our values in their work. This year, Melanie Lanham-Amoroso from our Macarthur office, was named Employee of the Year. Melanie is a Senior Case Manager helping families with children with disability to navigate the complex disability sector. She was nominated for her compassion, optimism and commitment to supporting families in need.



Volunteer of the Year, Lyn Dufficy (left) and Employee of the Year, Melanie Lanham-Amoroso.

Full-time equivalents



Gender composition – senior roles

Board Members



Executives



Senior Managers



Overall staff engagement score =

81%

95%

believe person centred practice benefits our clients

94%

believe in the values of Northcott

94%

like the kind of work they do

93%

understand how their job contributes to the overall success of Northcott

Staff survey

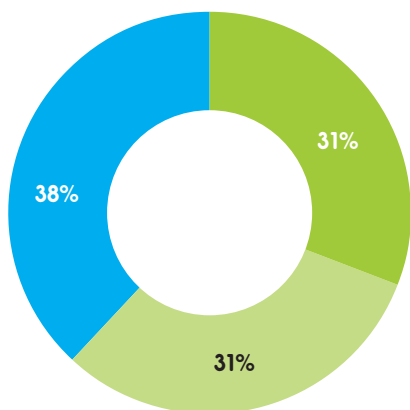
In September, we conducted a voluntary Staff Engagement Survey, where we asked staff about their attitudes towards the work they do and Northcott in general. Participation in the survey was high at more than 60%.

The results indicate that the vast majority of our staff are passionate about the work they do, believe in our purpose and values, and understand person centred practice and how it benefits our clients.

The results also show that staff satisfaction and engagement have increased since the last survey in 2011. Additionally, in comparison to 43 other disability service providers who conducted the same survey, our staff registered a higher level of engagement than all of the other providers.

The outcomes from the survey were communicated to all staff in March. During these sessions staff were asked to provide action items that could be implemented in their teams and regions to further improve our services.

Employment status



- Full-time
- Part-time
- Casual

Gender composition – all staff



Location



"I enjoyed meeting everyone and making new friendships. I walked away a more confident person. I'm now working with clients, planning NAIDOC activities and am not afraid to share our beautiful culture in the workplace."

Aboriginal staff member and participant in our networking meeting.

Participants in the ProjectABLE initiative with our Ballina office.



Learning and Development

Our staff enhanced their skills and development through a range of training courses, workshops and conferences. These included topics such as Handling Serious Incidents in the Disability Sector and Child Protection Training.

We also supported staff to undertake traineeships and formal qualifications from Certificate III level to Masters level. Topics studied include Community Management, Policy and Applied Research, Management, Psychology, Public Health, Case Management, Training & Assessment, Community Services, Mental Health, Early Childhood Education, Human Resources Management, Project Management and Occupational Health & Safety.

Through our involvement in ProjectABLE, an initiative of National Disability Services (NDS), our staff and clients ran seven workshops for more than 180 students and teachers from schools across NSW. The aim of the workshops is to raise disability awareness and promote the breadth of careers and job roles available in the disability and community care sector. Next year, we plan to expand the ProjectABLE workshops further and to engage with Aboriginal students in northern NSW.

We have also begun developing a Leadership Program for Emerging Leaders within the organisation, as a way to help retain staff, provide career progression opportunities and prepare our workforce for the future.

NDIS preparation

Under the NDIS, people with disability will have greater control over the services and programs they choose, creating a more competitive environment in which we operate. To ensure all staff have a good understanding about how the NDIS will affect the day-to-day running of services and its impact on clients, we invested in formal and informal training about the scheme and funding model. This included basic training to improve staff knowledge about the NDIS, as well as customer service training to ensure the quality of the service that clients receive constantly improves.

We also provided opportunities for staff to upskill in all areas of supports so they are able to work across services and programs and support clients with all aspects of their NDIS plans. This has been particularly relevant for staff from our Accommodation service in the Hunter where they assisted residents to achieve outcomes relevant to community access and life skills.

Person centred practice workshops

Our Person Centred Practice and Culture team continued to deliver workshops and training sessions for clients, staff and other professionals in the sector. Workshops included the Voice, Choice and Control workshop, Presentation and Facilitation Skills course and One Person: One Plan training session, which have been developed and are delivered by staff and client person centred champions. We also introduced a new workshop on Lifestyle Planning for groups of staff and clients at our Beverley Park accommodation service. This workshop is delivered by person centred champions who are also residents of the supported accommodation service.

Aboriginal and Torres Strait Islander Staff networking

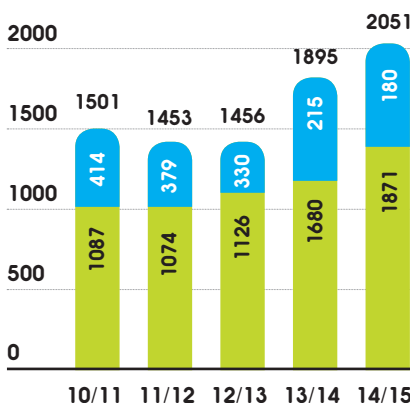
In May, we held our first Aboriginal and Torres Strait Islander staff networking meeting in Ballina. This was an initiative from our Reconciliation Action Plan (RAP) designed to bring together Aboriginal and Torres Strait Islander staff, who are employed in a variety of roles at Northcott including support workers, coordinators, family support workers, and the Aboriginal Liaison Officer. The meeting provided the opportunity for staff to discuss what is working and what needs improvement in terms of cultural competence and support. Suggestions were also made about how we can continue to improve support to Aboriginal and Torres Strait Islander people with disability and increase employment and retention of Aboriginal and Torres Strait Islander staff. Since the first meeting, consultation with this group of staff members has continued with the RAP working group, Reconciliation Australia and external Aboriginal consultants in relation to the development of a Cultural Competency framework that will ensure all Northcott staff have the skills to work effectively with Aboriginal co-workers, clients, Aboriginal communities and Aboriginal organisations in the future.

"I felt I had purpose and belonged. I loved hearing everybody's stories and the vision for the future of Aboriginal employees and clients within Northcott. The meeting has definitely made me a stronger person to speak up about any issues that may arise surrounding cultural values and beliefs."

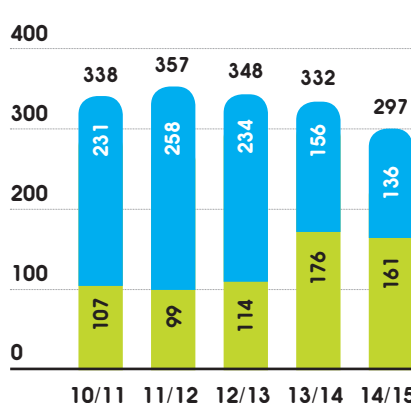
Aboriginal staff member and participant in our networking meeting

Internal and external training

Number of attendees



Number of training sessions



● External
● Internal

Volunteer statistics

16-86 Age range

38 Average age

59% Women

41% Men

8,860 Hours donated

\$160k+ Value

Former employee, Marianne White volunteers weekly at our Parramatta office.



Our volunteers

Since beginning our volunteer program in 2008, we have steadily grown the number of registered volunteers and locations where we engage with volunteers. This year, 202 volunteers contributed 8,860 hours or the equivalent of more than \$160,000 to our services and programs. Some of our services in Taree, Wagga Wagga, Ballina, Oak Flats, and Penrith were able to attract volunteers for the first time. We also engaged a larger number of volunteers from culturally and linguistically diverse backgrounds, matching the diversity of our client base.

Our volunteers engage with us and our clients in a variety of ways - from assisting with administration tasks in local offices to supporting our clients to go on outings and participate in recreation activities. Many people also show their support by volunteering at our events such as Walk With Me or by offering companionship and support to our clients who may not otherwise have this level of social interaction.

This year, the Volunteering team worked closely with our Recreation service to increase the number of volunteers assisting with ski trips, camps and other activities. Our athletics and swimming carnivals, which we fund through donations, also continued to attract volunteers from universities, corporate partners and supporting organisations such as the Paralympic Committee.

We also noticed more staff engaging in volunteering activities with Northcott outside their normal working hours. We actively encourage this as it gives employees a greater understanding of our business and areas of operation, and provides the opportunity to meet other staff outside their usual working location.

We like to recognise and acknowledge the contributions of our volunteers as a way of showing our appreciation of their time. At the Annual General Meeting, we presented the Volunteer of the Year award to Lyn Dufficy from our Macarthur office. Lyn has donated over 770 hours since commencing in 2011 and is an integral part of the Macarthur team assisting weekly with office work, playgroups, awareness events, open days and with the Yarning Circle support group.

Thank you to all the volunteers who have helped us throughout the year. Regardless of whether you donated your time for a single activity or regularly assisted at one of services and programs, we are extremely grateful and appreciate your donation of time. A special thanks also to the employees from our corporate partners St George Mortgage Services, GE Money, AON Hewitt, Hesta and Raine & Horne Parramatta who have supported us.

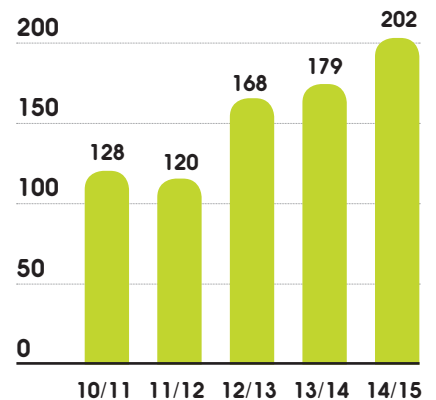
The coming year

Our staff and volunteers are extremely important to us, and as we transition to a new way of working under the NDIS we expect to see our paid and unpaid workforce grow and evolve even more. As such, a project on the Future Workforce of Northcott has begun to identify where our future staff will come from, streamline our recruitment and develop a revamped induction program to on-board new staff in the best way possible. We will also need to re-negotiate the Northcott Enterprise Agreement to reflect our future workforce needs and provide the flexibility required under the NDIS.

Additionally, to help support the changes brought about by the NDIS, we will implement a new Human Resources Information System (HRIS) to capture information on our staff and enable greater strategic human resource management. This will enable us to better track activities such as our Learning and Development initiatives and provide managers and staff with more timely and accurate reporting. We will also ensure compliance with the new probity check requirements of the *Disability Inclusion Act & Regulation 2014 (NSW)*.

The NDIS will also bring some challenges and changes to the way we engage with volunteers. We expect a number of new and interesting volunteering opportunities to arise from the self-managed funding model and new individual and group services we plan to offer. However, we are also conscious of ensuring our volunteers continue to be adequately supported as valued members of our workforce. We plan to review our current Volunteer Program against Volunteering Australia's new National Standards for Volunteer Involvement.

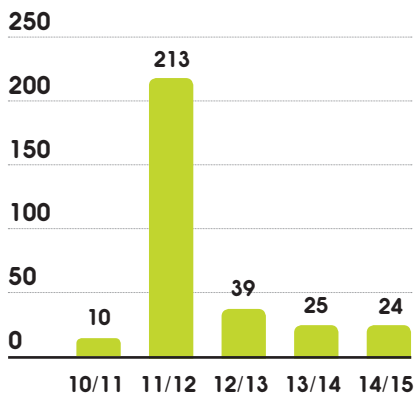
Active volunteers



To register your interest in volunteering with us, please phone 02 9890 0100 or visit

www.northcott.com.au/become-volunteer.

Total lost days due to injury



Work Health and Safety

We are committed to providing safe and healthy workplaces for our clients, staff, volunteers and others who work with us. In order to best manage health and safety risks, we monitored and reviewed our work health and safety management system to ensure it supported the changing needs of our organisation, clients and significant growth in staff numbers.

Annual health and safety audits, which include workplace inspections, were conducted at each of our facilities. As part of these audits, staff were asked about the risks impacting their day-to-day tasks.

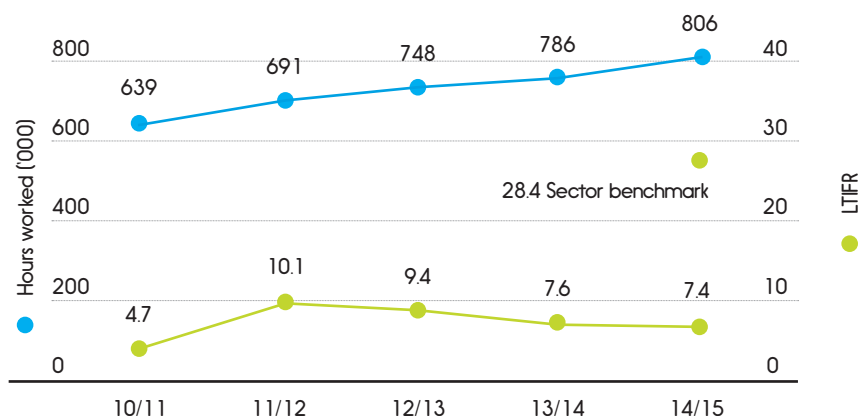
With the goal of ensuring timely and sustainable return-to-work outcomes, we continued our early intervention approach to injured worker rehabilitation. This included working closely with injured workers, treating medical practitioners, insurance agents and managers, as well as ensuring appropriate workplace adjustments were made to support injured workers to continue to perform duties.

We encouraged staff to pursue a healthy and active lifestyle through a range of initiatives such as the NSW Health 'Get Healthy' program. In addition, we offered services aimed to support staff wellbeing, such as an Employee Assistance Program, flu vaccinations and assistance and advice around office ergonomics.

In line with the reforms introduced by the *Fair Work Amendment Act* (2013), we continued to monitor key indicators around workplace bullying, and our approach to managing the risks associated with psychological injury. Our zero tolerance approach to bullying in the workplace was reiterated through organisation-wide communication and via e-learning.

We participated in external health and safety forums coordinated by National Disability Services to learn from others in the sector. Through our internal Work Health and Safety committees we have engaged with staff and clients on health and safety matters.

Lost Time Injury Frequency Rate



Workplace Reconciliation Barometer

In September, 300 staff members were invited to participate in Reconciliation Australia's Workplace Reconciliation Barometer 2014. The aim was to demonstrate the effects that Reconciliation Action Plans are having on perceptions and attitudes within organisations participating in the Reconciliation Action Plan program.

This is the first time our staff have participated in the barometer, and Northcott's results were compared with findings from 33 other organisations.

The voluntary survey was completed by 102 Northcott staff. Some key findings were:

- 69% of the Northcott staff surveyed had received cultural awareness training.
- For these respondents, 91% indicated that they learnt something from this training and 70% felt more positive about Aboriginal and Torres Strait Islander people following the training.
- 27% of staff who completed the survey worry about causing offence when meeting people from other cultures.
- Although 41% have fairly low or very low/no knowledge about the history of Aboriginal and Torres Strait Islander people in Australia, 96% of respondents feel that it is important.
- Similarly, although 58% have fairly low or very low/no knowledge about Aboriginal and Torres Strait Islander cultures, 93% feel it is important.

While our results compared favourably against other organisations participating in the survey, we are committed to improving cultural competency across Northcott by providing more cultural awareness training to ensure staff better understand how to support Aboriginal and Torres Strait Islander people.

Northcott client Melissa enjoys playing tennis at her local club.



Helping young adults take control

"I was probably 24 or 25 when I decided I wanted to get out and learn to live on my own and be more independent.

My brother was moving out and I saw how independent he was. A few friends have lived at [Northcott's] Woodbine house and I said to my mum that I wanted to give it a go.

At first it was a bit hard, but now I feel like I've completely changed. I'm independent and confident. I've learnt to dress myself, do my washing, do my own shopping and catch public transport. I'm learning to play tennis with [Northcott support worker] Alex to keep fit and surprise my family.

I didn't do those things before because I wasn't sure there was a way I could. I didn't know it was possible for me to achieve the same as my brother.

When I was younger I didn't really imagine I would be living like this. Now I'm working towards finding my own residence to live in.

Being independent is an important skill for me; I want to take more control of my life. Being more independent will give me the freedom to do what I want without caring what others think."

Melissa O'Hehir

Melissa lives in our share house in Woodbine where she is supported to learn skills to move into her own home.

Lauren (left and her family were featured in our Christmas 2014 Appeal.



STRATEGIC PRIORITY

04

Enrich our vibrant and viable organisation



\$52.1 million in operating revenue



More than 1,700 monthly donors



\$45.0 million in government funding



New innovation subsidiary formed



\$3.4 million from fundraising



Government funding

This year we received \$45.0 million in funding from government sources for many of our programs and services and new innovative projects that help us to achieve our purpose of building an inclusive society where people can live the life they choose. With this funding, we started to develop and deliver a range of new services and capacity building initiatives that align with our work in promoting the rights of people with disability.

These include:

- The state-wide Preschool Disability Support Program that provides support and funding to 765 community preschools across NSW to promote meaningful participation children with disability and additional needs in early childhood education settings.
- Growth funding across South Western, South Eastern and Sydney districts to support 162 children and their families to develop skills that will prepare them to make their own choices about the supports they receive when the National Disability Insurance Scheme (NDIS) comes to them.
- Community Inclusion Project funding to develop and pilot a co-design framework with five of our Life Skills clients in Tamworth, which will help us formalise our approach to how we work together with our clients to develop the support model that they want.
- Approval to deliver the new Employment Enablement individual support packages to older adults with disability to support them to become job-ready and then gain and retain employment.

We also continued to receive funding from Federal and State and Territory governments to help us run many of our more traditional programs and services.

Overall, government funding continued to be our main source of revenue, making up 84% of our revenue in 2014–2015, with 91% coming from the NSW Government.

The government-funded Preschool Disability Support Program supports the meaningful participation of children with disability and additional needs in NSW community preschools.

Fundraising

Although funding from government sources makes up the largest proportion of our revenue, we rely on the support of donors and corporate partners to run many of our programs and services.

Thanks to the generosity of our individual donors, bequestors, corporate partners, trusts and foundations, community groups and sponsors, in 2014–2015 we raised over \$3.4 million, an increase of 33% compared to the previous year.

Over the course of the financial year, we received gifts from 3,139 donors, which enabled us to deliver more services and programs, and offer our clients access to more mainstream activities.

Our monthly giving program continues to be a crucial initiative for our fundraising strategy. Over 1,700 regular donors are now supporting us on a monthly basis; an increase of 36% on last year. These regular donors gave \$340,000 during the year.

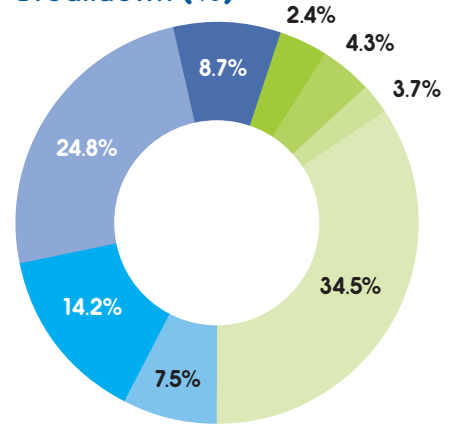
Individual donations and responses to our direct mail appeals and newsletters represented 25% of our total fundraising income. In our Summer Appeal, we shared the story of Lauren, a seven-year-old girl living with Muscular Dystrophy. For the Tax Appeal, donors were introduced to Simon – a young adult, who acquired a brain injury following a bicycle accident when he was 11 years old.

In March 2015, we sent out an extra direct mail appeal seeking support for carers. Stephanie, a young girl who takes care of her mother Jackie, shared her story in this campaign. This year, many recipients of our Northcott in Action newsletter also donated to us. We greatly appreciate all these gifts.

We would like to thank everyone who responded to these appeals and those supporters who gave to us for specific initiatives.

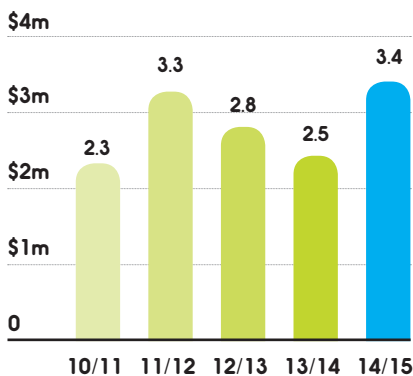
Our fundraising income in 2014–15 also included a generous in memoriam gift of over \$155,000.

Fundraising Revenue Breakdown (%)

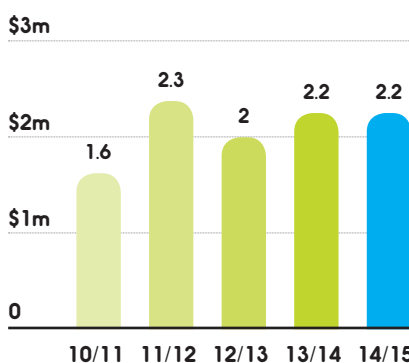


- Corporate Partnerships
- Trusts & Foundations
- Donations & Appeals
- Community Fundraising
- Sponsorship
- Event Income
- Royalties (May Gibbs)
- Estates & Bequests

Total Fundraising Revenue (\$)



Total Fundraising Revenue (excluding Bequests) (\$)



Sources of Fundraising

	14/15 (\$'000)	13/14 (\$'000)	12/13 (\$'000)	11/12 (\$'000)	10/11 (\$'000)
Corporate Partnerships	250	243	524	137	234
Trusts & Foundations	477	444	485	391	425
Donations & Appeals	832	979	508	1,419	519
Community Fundraising	291	160	189	171	182
Fundraising Merchandise Sales	0	0	2	9	2
Sponsorship	125	28	26	11	n/a
Event Income	145	173	138	63	78
Royalties (May Gibbs)	82	159	83	82	107
Sundry Income	0	0	0	1	32
Total excluding Bequests	2,202	2,186	1,956	2,285	1,579
Estates & Bequests	1,157	341	796	1,052	771
Total Fundraising Income	3,359	2,527	2,752	3,337	2,350
Fundraising Costs	1,005	901	916	827	485
Fundraising cost as a percentage of fundraising income	29.9%	35.6%	33.3%	24.8%	20.6%



Simon and his father Mick were featured in our 2015 Tax Appeal.

The impact of donations

Donations raised through fundraising activities help to cover the cost of services and programs that otherwise may not receive funding. We also use donations and fundraising revenue to purchase new equipment for clients, upgrade our facilities and fund the salaries of some of our specialist staff. This year, funds from generous donors were used to:

- purchase therapy equipment, including communication devices and other tools, to facilitate interaction and increase independence skills for our clients;
- fund our swimming and athletics carnivals, where children with disability compete with their peers in a supported, safe environment;
- cover the cost of refurbishing the kitchens at our Merrylands Villas, where people with disability live independently; and
- help fund specialist speech therapy support as part of the Metropolitan Early Childhood Support Service (MECSS) we provide.



Partnerships

Northcott supporters also include many corporate partners, trusts and foundations, clubs and community fundraisers who share our vision of building an inclusive society for people with disability.

This financial year, donations, sponsorships and in kind gifts from these groups of supporters exceeded \$1 million. Additionally, these relationships provided important opportunities for engagement with members of the wider community, including volunteering opportunities or the provision of employment or work experience for our clients. These partnerships help to raise awareness about our organisation and our vision for an inclusive society for all.

We are grateful for all the support we receive from our partners. See page 92.

Lauren and her father, Brian.



Our CEO Kerry Stubbs (centre) with performers from the new Snugglepot and Cuddlepie production.

Bequests

Bequests represent an important proportion of our total fundraising income. In 2014–2015 we received over \$1.1 million from 20 estates.

Additionally, the number of people who have confirmed that they have included Northcott in their will has been growing. We are grateful for all those who have chosen to remember us in this way.

In May 2015, we hosted a group of bequestors and potential bequestors for lunch and an onsite tour of our North Parramatta premises. Our guests were delighted to mingle with clients from the Parramatta Life Skills program, see our equipment workshop and learn about the new technology we use to help facilitate communication for people with disability.

May Gibbs

Iconic Australian author and artist May Gibbs bequeathed the copyright from all her works to Northcott and the Cerebral Palsy Alliance. Under this arrangement, we continue receiving 50% of the royalties earned from the sale of May Gibbs branded products as part of our fundraising revenue. In 2014–2015 we received \$82,000 through this revenue stream. We were also involved in the planning and promotion of a new live production of Snugglepot and Cuddlepie, produced and performed by CDP Theatre Producers, with a percentage of proceeds from ticket sales going to Northcott.



The coming year

As we move closer to the complete roll out of the NDIS, support from donors will play an even more crucial role in enabling us to offer a wider variety of services so children and adults with disability can build full lives.

While our aim is to continue to grow as an organisation by providing services and programs that meet demand, so too grows our need to turn to our donors and supporters for help in providing the quality of service deserved by those people we support.

Nurturing our existing supporter community through engaging correspondence, communications material and opportunities will continue to be a focus. We will also invest in attracting more individual and regular donors, corporate and community groups and trusts and foundations to support capital investments, research and innovative programs.

Thank you

Thank you to all our individual donors, fundraising groups, corporate partners, trusts, foundations and clubs for their ongoing generosity that makes a real difference in the lives of thousands of people with disability and their families and carers.

Without your donations, many of our services and programs would not be available for the children and adults we support.

Jackie (in wheelchair) and her daughter, Stephanie were featured in our Carers Appeal.



Northcott Innovation creates new and unexpected solutions for people with disability.

It sparks ideas that drive all of us towards a more inclusive society.

Northcott Innovation

At the end of 2014, we established a wholly owned subsidiary company, Northcott Innovation, that shares our vision of helping to build an inclusive society where people can live the life they choose.

Northcott Innovation's purpose is to enable the co-creation of solutions to support people with disability to live as equals in their community.

Our goal for Northcott Innovation is to increase inclusivity, maximise participation and expand opportunities for people with disability. We aim to do this by developing Northcott Innovation as a hub of activity, ideas and innovative design solutions that drive inclusion for people with a disability. We hope to be able to bring together design, innovation and technology to support the development of new products, services and solutions that will make a positive impact on the lives of people with disability. Northcott Innovation was also created to support Northcott to be more innovative as an organisation.

Current projects

Step Climber

The Step Climber is a great example of how innovative design can help to break down barriers for people with disability. The Step Climber is a simple attachment to any new or existing 2WD wheelchair or scooter that enables the user to climb or descend a single step. The device means people who use wheelchairs or scooters can easily navigate streets and buildings, further levelling the playing field and helping to build an inclusive society.

Support from Northcott Innovation has assisted in the development of a commercial grade prototype and we are currently looking for manufacturing partners to assist with commercialisation and distribution to market.

Thank you to FB Rice for providing pro bono legal advice to the value of \$20,000 to assist with intellectual property matters related to the Step Climber project.



Northcott Board Member, Rob Silberstein demonstrates the Step Climber at the Northcott Innovation launch.



Design Thinking for Social Innovation course

This four-day master class course and Executive Program was presented in partnership with the Social Change Collective. Two renowned design thinking experts, Sarah Soule, Morgridge Professor of Organisational Behaviour at the Stanford Graduate School of Business and Hasso Plattner Institute of Design (d. school) and Matt Rothe, a lecturer at the d. school, taught participants how to use design thinking to transform their products, services and organisations.

This was the first time this design thinking program had been delivered in Australia.

Future plans

Northcott Innovation will work with Northcott staff to understand our client base and identify the gaps, needs and issues facing the organisation in the coming years. Through consultation, staff will be supported to build their innovation capacity and 'do disability differently'. Northcott Innovation will also work directly with people with disability to co-design solutions. By learning about the lived experiences of Northcott clients, Northcott Innovation will identify needs and wants, and create innovative solutions.

Project work will focus on digital solutions for the disability marketplace and Northcott Innovation will explore ways to enhance collaboration with its foundation partners and attract new partners.

For more information please visit www.northcottinnovation.com.au

Foundation Partners

- The University of Technology, Sydney
- Commonwealth Bank
- FB Rice

Above left: The Design Thinking for Social Innovation master class was one of the first initiatives of Northcott Innovation.

Above right: Sarah Soule from the Stanford Graduate School of Business was a keynote speaker at the Design Thinking for Social Innovation course.

New business growth

We merged with a small provider of centre-based life skills services for adults with complex disabilities based in Wagga Wagga, increasing our operations in the area. Faced with an uncertain future under the NDIS, Community Access Support Services Inc. (CASS) approached Northcott and two other local Wagga Wagga providers in mid 2014 seeking a merger/acquisition partner who could ensure a smooth transition and continuity of support for their clients, and employment for their staff. We were chosen as the successful partner and since October we have been working with the CASS Board and staff to finalise the agreement to transfer all clients, most staff and all assets and liabilities to Northcott. The transition was completed on July 1, 2015 with CASS's 21 clients joining our service and nine former CASS staff members placed in employment with our local Wagga Wagga team. We are now working to maintain strong relationships and goodwill in the community and with the new clients and staff who have moved over to us. CASS is a high quality organisation that shares our values about inclusion and has similar experience in providing supports to people with high and complex needs. We are excited about the boost to our services in Wagga Wagga.

Our work towards this acquisition has had great impacts on Northcott's future strength and success. Through the process of working together with another organisation on a possible acquisition, we have been able to test our frameworks and approaches and to hone the way that we might engage future partner organisations. This learning opportunity has been hugely valuable in shaping our acquisition and integration strategy and processes. Thank you to Ashurst for providing pro bono legal support to the value of \$65,000 to assist with this acquisition.

New systems and processes

In preparation for the NDIS, we invested time, revenue, effort and planning to improve our services and the technology, systems and processes that support them.

Business planning

Our Person Centred Practice and Culture team developed a business planning guide to support staff from our services and programs with their strategic planning, business planning and budgeting. This assisted in the development of business plans for many services and teams to meet our key business priorities of keeping existing clients, growing business, sharing knowledge about the NDIS with staff and strengthening community connections. This approach also helped local teams plan their preparation for the NDIS.

Across several service streams we are also trialing a centralised roster system to improve the rostering and management of support workers. Our aim is to have a system that enables timely and efficient responses to client requests once the NDIS is fully operational. Some of the benefits we hope to see from a centralised system include:

- a reduction in time spent searching for available workers;
- a reduction in recruitment and administrative costs;
- an increase in staff retention; and
- better staff/client matching.

"Northcott was selected due to its economic stability, compatible operational philosophy and values, and vision for CASS as a part of its greater organisation. It was visible that there was a strong person centred approach deeply embedded in their workplace culture. The Executive Team, as well as employees on all levels, showed vision, purpose and a strong desire to increase the opportunities for people with a disability."

Michael Woolbank, Chairman of CASS Board

Client management system

Our new client management system, CareLink+, implemented in the previous financial year, is now in use across the organisation. This year, we focused on training staff to use the system in line with their role requirements. A key objective has been to move staff away from working with paper client records to electronically storing all client information including progress notes, individual plans, profile records and service contracts in the centralised system.

Significant work was done to integrate CareLink+ with many of our internal systems including payroll and the quality management system, and to configure the system to manage NDIS requests.

With the new system, we now have transparency of service provision hours including the types and duration of services delivered, as well as increased visibility of client record maintenance.

Our next task is to collaborate with the Finance team to develop a CareLink+ / Finance interface that enables us to manage client invoicing through the system, reducing the current administrative burden. This interface will continue to build on our goal to consistently deliver high quality customer services that give us a competitive edge in the sector.

Outcomes measurement

Evaluating the quality of our services and the outcomes for clients continues to be an important way in which we can improve, evolve and strengthen our offerings for the future. As we move towards implementation of the NDIS across all regions, it is extremely important that we demonstrate the link between service delivery and client outcomes.

Our Evaluation and Research team has worked closely with Scope in Victoria for the last two years to negotiate the use of their 'Measuring Outcomes in Services and Supports (MOSS) – Short Form, 2014' to help us to measure clients' progress towards their goals. This tool has now been built into our client management system to simplify the data collection and analysis process.

Environmental sustainability

We are conscious of the need to minimise the impact of our operations on the environment and see reducing our environmental impact as a contributor to the future sustainability of the organisation as a whole.

Following a recent energy efficiency upgrade at our Central Office building in Parramatta, the building was independently assessed against the National Australian Built Environment Rating System (NABERS) and given a rating of 3.5 stars, up from the previous 2.5 stars.

The increase in energy efficiency resulted in savings in excess of \$30,000 for the calendar year and reduced our total CO² emissions by 7.2% or the equivalent of 84,799 kilograms.

Corporate social responsibility

Our corporate social responsibility (CSR) actions reflect our aim to be a leader and advocator within the disability and human services sector promoting equal rights for people with disability and an inclusive society for all.

We demonstrate this on a number of levels, including internally through initiatives such as our Reconciliation Action Plan (RAP) and subsequent Stretch RAP, and our new Prevention and Response to Abuse and Neglect Committee (PRANC) established this year. PRANC helps to oversee our client wellbeing framework and meets quarterly to review incident trends and ensure organisational compliance to best practice standards.

Other CSR activities include developing strong relationships with community groups and other organisations in order to share resources and knowledge to enhance the sector. We also continued to provide in-kind support in the way of administrative assistance, financial support and rent-free office space to Polio NSW Inc and the Amputee Association of NSW Inc.

946
incidents reported

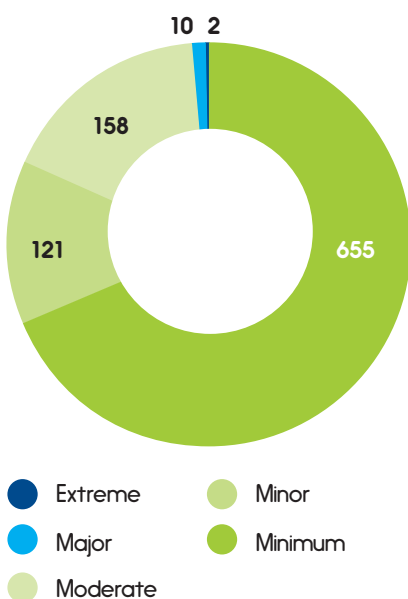
Quality and Risk

Quality Improvement Tool

In consultation with a working party the Quality Team developed a tool and process for self-assessing the quality of our services. The tool looks at factors such as compliance with the Disability Service Standards, employee understanding of responsibilities, systems, policies and procedures and opportunities for improvements and efficiencies at a client, service and organisational level. Findings from the self-assessment help to identify areas where improvements can be made.

This process was trialed by two service streams and implementation across the organisation will begin in July 2015 with the continued support of the Quality Team.

Severity of incidents



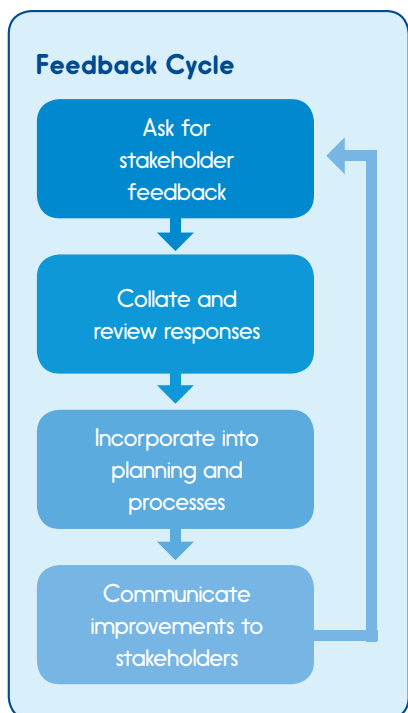
Third party legislative compliance

We maintain compliance with the following legislation and standards:

- National Standards for Disability Services
- NSW Disability Service Standards
- Workplace Gender Equality Act 2012
- National Regulatory System for Community Housing (NRSCH)
- Children and Young Persons (Care and Protection) Act 1998 and Children and Young Persons (Care and Protection) Regulation 2000
- Disability Inclusion Act 2014
- ACT Disability Services Act 1991

Risk management and incident management

Our risk management framework is driven by the internationally accepted standard, *ISO 31000 2009 – Risk Management – Principles and Guidelines*. We adhere to this standard by placing in context the inherent risks associated with delivering our services through our governance structure, strategic planning and our policies and procedures. Our risk management framework incorporates a set of systems and processes that, when integrated, provide a cycle of continuous improvement. Critical to this system is RiskMan, our Incident and Feedback Management system that is used to manage, track, monitor and report on incidents across the organisation. Our Board and Management use this information to monitor risk at a service and organisation level.



Feedback and complaints

Our 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.

In April 2014, we implemented a new Feedback and Complaints process and RiskMan reporting module within our risk management system. The past year has been spent bedding down the system and training staff to use it properly. The updated process and system has improved the quality of our complaint handling, communication to stakeholders and reporting to Management and the Board.

Communication is an integral part of the continuous improvement process. We collect feedback from stakeholders in many different ways including monitoring social media comments, conducting formal surveys and undertaking evaluations. The Feedback Cycle (see left) is a representation of the process that occurs during planning for, evaluating and implementing quality improvement changes. Stakeholders could be clients, families, carers, staff or the general community depending on the subject matter. Feedback we receive from clients and stakeholders is used to make improvements to our services, processes and systems.

The coming year

We are implementing a new Contract Management System which will improve access to information, communication and reporting for the tracking and management of contract renewal dates and reporting requirements. We will also update our policy and procedure process and template format to improve usability in the development of documents and for our staff.

Governance

Role of the Board

Northcott is governed by a Board of Directors appointed by our Members (see page 92). The role of the Board is outlined in the Constitution of The Northcott Society (trading as Northcott). The Board has ultimate responsibility for our 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. Our Board is a skills-based board. Directors are chosen on the basis of their ability to assist in furthering the objectives of Northcott. Non-Executive Directors are not remunerated. Each Director may serve for a maximum three-year term, and then must retire. They may apply for re-election.

Board processes

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

Board composition

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

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

How new Directors are recruited

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

Risk management and ethical standards

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

We have long-standing relationships with corporate partners to ensure we remain aware of our legislative and regulatory responsibilities. The Executive team has portfolio responsibility for appropriate areas of legislation, and regular reports of changes are contained in the Board papers.

We also maintain membership of appropriate peak and industry organisations to ensure we remain aware of policies and procedures in the disability and not-for-profit sectors. See below.

Constitution modification

At the Annual General Meeting in November 2014, Members agreed to an amendment in clause 2.7 of the Constitution to satisfy the requirements of the National Regulatory System Community Housing. That amendment is: 'that upon its winding up, all remaining community housing assets of the Company be transferred to another registered community housing provider or to a housing agency in which the asset is located.'

Observership Program

We were delighted to be chosen to participate in the Australian Institute of Company Directors (AICD) Observership Program, which places talented young professionals aged 25-40 years on not-for-profit (NFP) Boards for a period of 12 months as observers. This initiative is designed to improve next generation involvement and succession planning of NFP Boards.

In September 2014, our Board welcomed Margaret Nassar from the Commonwealth Bank. In addition to learning and observing our Board, Ms Nassar has made a valuable contribution to the functioning and operations of our organisation.

Board Committees

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

Each Committee has a Terms of Reference, which has been endorsed by the Board. Formal reports are made at Board meetings by the Committee chair, with minutes tabled for the entire Board. Directors are also involved individually in a number of other committees assisting Northcott with its work. See our online report at www.northcottannualreport.com.au/2015 for more about committees.



Northcott Committees

In addition to the Board Committees, we have a range of other Committees to assist with evaluating, assessing and managing our practices. We also use these committees to consult with staff, the people we support, and their families and carers. Some of our internal committees are detailed below.

Research Committee

This committee exists to support the development, implementation and evaluation of our research framework. It consists of external experts and three Northcott staff. This year, the committee met three times and assisted our Evaluation and Research team to develop procedures and provided guidance to staff on the methodology, data collection and reporting of research projects.

Quality in Research Standing Committee (QiRSC)

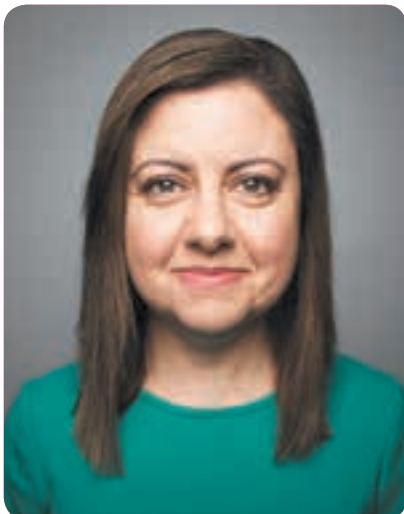
This committee meets monthly and provides ethical review of our research and quality improvement projects. It also promotes our responsibilities under the National Health and Medical Research Council (NHMRC) guidelines. It consists of eight members, with one member also serving as a member of an external Human Research Ethics Committee. This year, QiRSC has increased communication and consultation with the Research Committee which has augmented the committee's capacity for ethical review. QiRSC reports quarterly to both the Northcott Research and Quality Review Committees.

Prevention and Response to Abuse and Neglect Committee (PRANC)

This new committee aims to oversee our client wellbeing framework and meets quarterly to review incident trends and ensure organisational compliance to best practice standards. In the coming year, we will work with an external consultant to review our Prevention and Response to Abuse and Neglect framework, including relevant policies and procedures, committee structure and process and training. We expect the consultant will make recommendations for service improvements to PRANC.

Northcott Innovation

We established a new company, Northcott Innovation, as a division of Northcott, with its own Board, Constitution and objectives. The principal activity of Northcott Innovation is to bring together design, innovation and technology to support the development of new products, services and solutions that will make a positive impact on the lives of people with disability. Northcott Innovation also conducts and participates in research to foster improvements in mobility and accessibility for people with disability, and works with manufacturers and industry to promote and support the application of new technologies for products, services and devices that will build a more inclusive society. See page 74 for more information.



Margaret Nassar from the Commonwealth Bank has assisted our Board as an observer through the Observership Program.

Melissa loves her time with the children at Only About Children.



Enabling goals and dreams

"I have always had a dream of having six children of my own. But reality check, that's not going to happen in this lifetime. So my dream now is to work with children. I want to educate them about people in wheelchairs and teach them we aren't that scary.

I did the six week Curious Kids program with Northcott and Only About Children (OAC). The training involved planning sessions for preschool children and working with children at OAC.

I loved working with the children so much. After my training I was very lucky because OAC offered me the opportunity to continue working with them. I'm now working two days a week!

I love every moment of my days at OAC - seeing the children, playing and interacting with them and hearing all their tales that they share with me.

The OAC staff also make me feel included and very welcome.

I might get poked in the eye with a pencil, or sand all over my tray. I never know what my little friends are going to get up to, but I love a good surprise and to see the smiles on their faces. I am truly in my glory and living my dream!"

**Melissa Whitley,
Parramatta Life Skills client**

Curious Kids was developed by Northcott and Only About Children to give people with disability the chance to lead a series of learning sessions with preschool children.

Financial Summary

Five-year Financial Summary

Top Line Financial Comparison	14/15 (\$'000)	13/14 (\$'000)	12/13 (\$'000)	11/12 (\$'000)	10/11 (\$'000)
Income & Expenditure					
Operating Revenue	52,111	41,893	36,450	34,819	28,745
Operating Expenditure	(50,459)	(42,374)	(38,043)	(33,572)	(30,003)
Operating Surplus/(Deficit)	1,653	(482)	(1,592)	1,247	(1,258)
Financial Income/(Loss)	1,129	1,715	1,748	847	1,744
Capital Grants Income	29	427	3,087	1,845	38
Other Investment Income / (Loss)	(127)	-	-	-	-
Net Surplus/(Deficit)	2,683	1,660	3,243	3,939	524
Assets & Liabilities					
Total Assets	56,931	50,989	47,592	44,351	45,127
Total Liabilities	19,115	15,865	14,151	14,127	18,850
Total Equity	37,816	35,124	33,441	30,224	26,276
Cash Flows					
Net Cash from Operating Activities	7,370	4,555	5,369	137	214
Net Cash from Investing Activities	(7,333)	(2,522)	(1,390)	(2,356)	(1,240)
Cash and Cash equivalents at 30 June	8,940	8,903	6,870	2,891	5,110
Ratios					
Current Assets/Current Liabilities	1.66:1	1.67:1	1.6:1	1.52:1	1.28:1
Total Cost of Services/Total Expenditure	75%	73%	73%	73%	72%

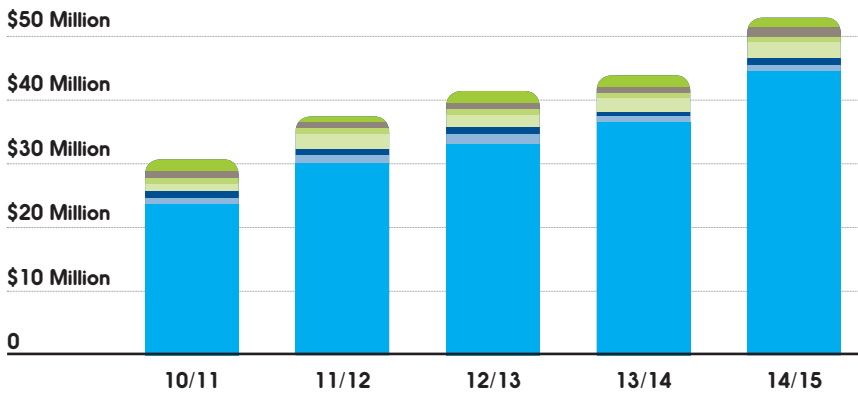
The Group (being The Northcott Society and its controlled entities) has experienced continued revenue growth over the last five years. Our operating revenue has increased on average by 16% a year, from \$28.7m in the 2011 financial year (FY2011) to \$52.1m in the 2015 financial year (FY2015). Government funding (excluding capital grants) has nearly doubled from \$23.1m in FY2011 to \$44.9m in FY2015, mainly related to the expansion of Ageing, Disability and Home Care (ADHC) programs.

With the increase in funding and activity, expenditure has also increased over the last five years on average by 14% a year, from \$30.0m to \$50.5m:

- Expenditure on client programs is 77% higher in FY2015 at \$37.8m compared to \$21.4m in FY2011, due to the increase in costs associated with the expansion of programs over the last five years.
- Expenditure on corporate support is 52% higher in FY2015 at \$11.0m compared to \$7.2m in FY2011, which is in line with our increase in activity over this time and the focus on the fundamental changes in the sector as we transition to the National Disability Insurance Scheme (NDIS).

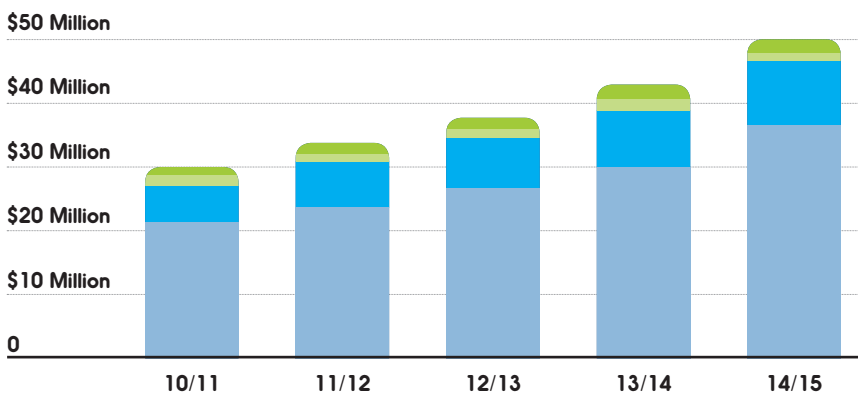
The Group's net assets have increased by \$11.5m (44%) since FY2011, primarily due to the strong investment returns throughout this period and the construction of two Younger People in Residential Aged Care (YPIRAC) properties at Mount Hutton and Lake Macquarie, which were funded by government grants and included as an intangible asset on the Balance Sheet.

Sources of Income



- Financial income
- Other income
- Rental and accommodation
- Donations and fundraising
- Estates and bequests
- Sale of goods
- Government funding*
*including capital grants

Uses of Income

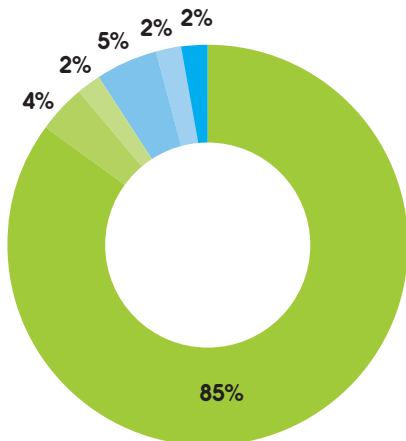


- Donations and fundraising
- Cost of sale of goods
- Corporate support
- Client programs

Overall results for FY2015

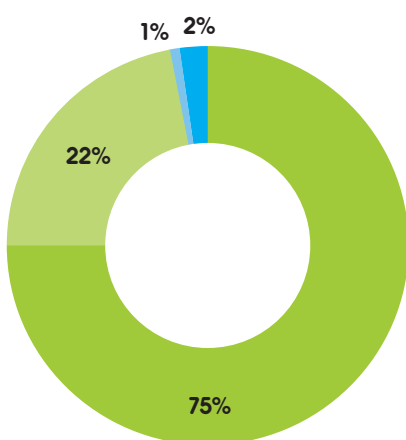
The result for the Group for FY2015 was a consolidated net surplus of \$2.7m (2014: \$1.7m). The FY2015 operating results generated a positive return of \$1.7m, which included \$1.2m in revenue from estates and bequests, in addition to investment returns of \$1.1m.

Where the Money Comes From 2014-15



- Government funding** (\$45m)
 - Other income (\$2.3m)
 - Sales of goods (\$1m)
 - Donations and fundraising (\$2.6m)
 - Estates and bequests (\$1.1m)
 - Financial income (\$1.1m)
- Total (\$53.1m)**
**including capital grants

Where the money goes 2014-15



- Client programs (\$37.8m)
 - Corporate support (\$11m)
 - Cost of sales (\$0.6m)
 - Fundraising (\$1m)
- Total (\$50.4m)**

2015 and 2014 Financial Year Comparison

Operating revenue

The Group experienced continued revenue growth over the last year. Operating revenue increased by \$10.2m (24%) to \$52.1m in FY2015.

Government funding increased by \$8.6m (24%) to \$44.9m in FY2015, mainly relating to the expansion of Ageing, Disability and Home Care (ADHC) programs. During FY2015:

- Funding for Employment and Life Skills increased by \$2.4m (26%) to \$11.8m. The overall number of clients increased by 19%, largely due to new vocational skills and individual life skills services in areas of growing demand.
- Funding for Individual and Family Support increased by \$1.8m (26%) to \$8.6m, which included our Support Networks and Community Education programs, Preschool Disability Support Program (PSPD) and our Transdisciplinary Early Intervention Service.
- Funding for Self Managed Life Skills increased by \$1.3m (121%) to \$2.4m. In FY2015, 73 people (2014: 45) came to us for help with managing their own funding packages.

Revenue from estates and bequests fluctuates from year to year. During FY2015, we received \$1.2m from 20 estates, which is \$0.8m higher than last year.

Revenue from fundraising and donations was \$2.6m (2014: \$2.1m) which included \$0.4m received by Northcott Innovation Limited, a new subsidiary of the Group, \$0.2m of pro bono services and in kind gifts from our partner organisations Ashurst, Allens, Good360 and FB Rice (FY2014: \$0.2m).

Operating expenditure

With the increase in funded activity, expenditure also increased by \$8.1m (19%) to \$50.5m in FY2015.

Client program expenses increased by \$6.9m (22%) to \$37.8m in FY2015 due to the increase in costs associated with the expansion of programs during the year.

Corporate support expenses increased by \$1.1m (12%) to \$11.0m. The Group has continued to heavily invest in refining and streamlining business processes, systems and service models to be ready for the expansion of NDIS activity. This included IT investments, additional marketing and new positions to coordinate the implementation of the NDIS. Some key areas of increased expenditure include:

- the launch of Northcott Innovation, with the Step Climber project and Design Thinking for Social Innovation Masterclass and Workshop; and
- integrating our new client management system.

Other revenue

- Financial income generated a positive return of \$1.1m, \$0.6m (34%) lower than last year's results.

Assets and liabilities

Total assets increased by \$5.9m (12%) over the financial year to \$56.9m, which is mostly reflected in current assets:

- **Other financial assets** increased by \$4.8m (31%) to \$20.5m in FY2015, primarily due to higher levels of Government funding received in advance with \$4m invested in short term deposits as at 30 June 2015.
- **Trade and other receivables** increased by \$0.4m (48%) to \$1.2m in FY2015, which reflects the increased activity and growth of our services.
- **Intangible assets** increased by \$0.7m (15%) to \$5.6m in FY2015 due to our investment in IT systems, including our client management system and the development of an online application management system for our Preschool Disability Support Program (PDSP) business.

Total liabilities increased by \$3.2m (20%) to \$19.1m in FY2015, which is mostly reflected in current liabilities:

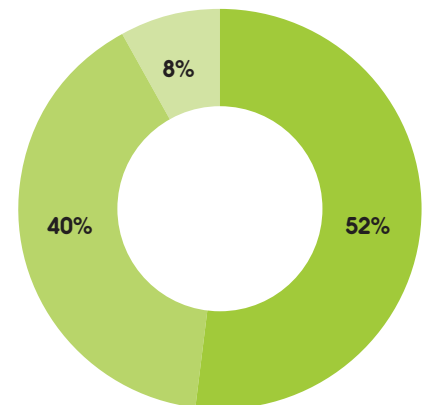
- **Other current liabilities** increased by \$2.2m (23%) to \$11.8m due to higher levels of Government funding received in advance.
- **Trade and other payables** increased by \$0.5m (15%) to \$3.5m, which reflects the increased activity and growth of our services.
- **Total employee benefits** increased by \$0.6m (18%) to \$3.8m, which reflects the increase in employee numbers as a result of increased activity and growth of our services.

Total accumulated funds increased by \$2.7m (8%) to \$37.8m. This increase is attributable to the surplus for the year (\$2.7m).

Cash flows

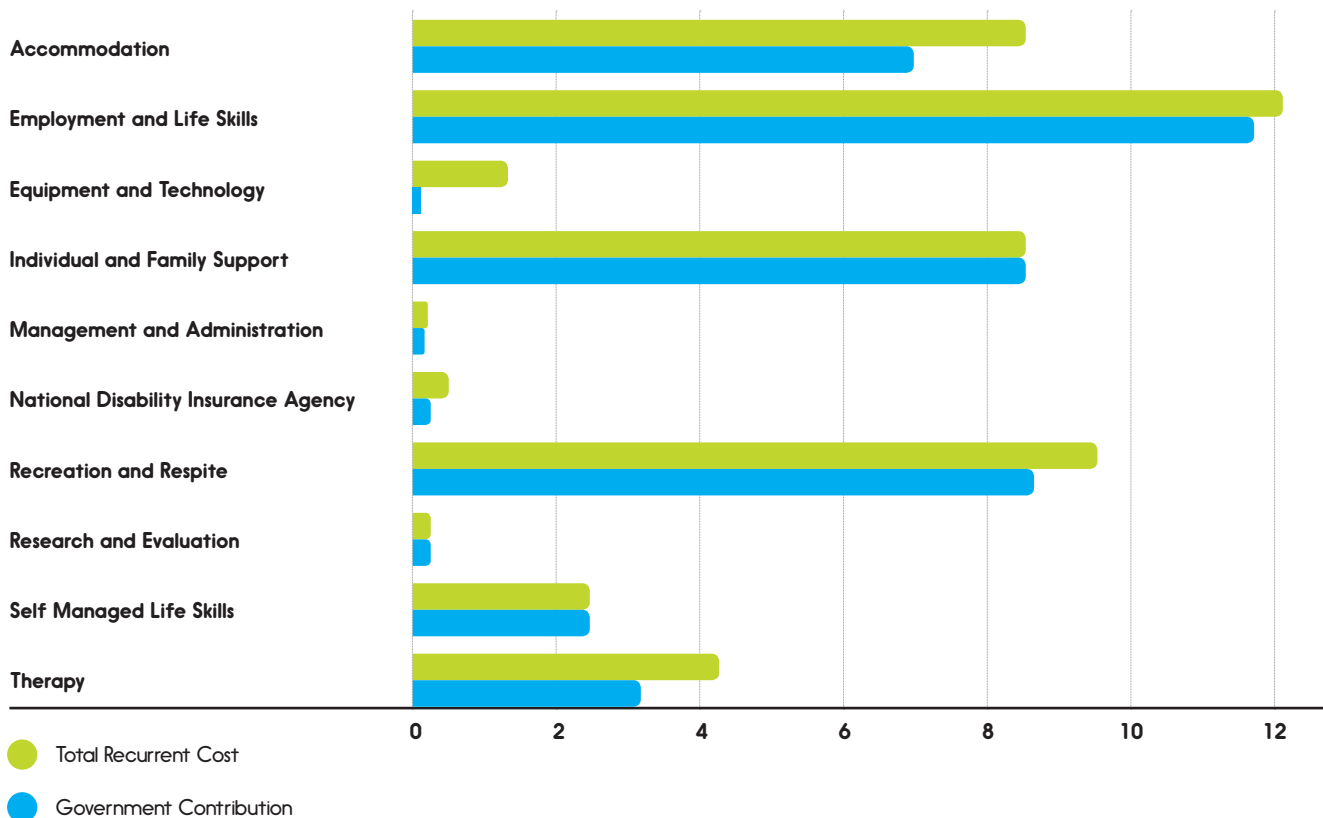
Our cash and cash equivalents remained constant during FY2015.

Where the money is spent 2014–15



- Sydney Metropolitan
- Regional NSW
- Statewide

Cost and funding of services 2014-15



Financial statements

This summary financial information is intended to provide an overview of the financial statements and to highlight matters of interest. This information is not intended to replace or modify the content of the complete financial statements which have been audited by KPMG. This Annual Report and the Financial Report (including the complete audited financial statements) are available on our website under the Publications link. The Annual Report can also be viewed online at www.northcottannualreport.com.au/2015.

The 2015 Northcott Annual General Meeting will be held on 12 November 2015.

Our financial service providers

Auditors

KPMG
10 Shelley Street
Sydney NSW 2000

Bankers

CBA
201 Sussex Street
Sydney NSW 2000

Insurance Brokers

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

Investment Advisers

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

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

Solicitors

Allens
Level 28, 126 Phillip Street
Sydney NSW 2000

Ashurst

225 George Street
Sydney NSW 2000

Investments

Governance

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

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

Fund Managers

As at 30 June 2015, 68% of Northcott's funds were invested with Russell Investments (2014: 88%) and 32% with UBS Wealth Management (2014: 12%).

2015 performance

In the 2015 financial year (FY2015) we recognised \$0.9m of financial income (2014: \$1.5m). Note, this amount excludes the \$0.2m (2014: \$0.2m) of financial income belonging to Northcott's controlled entities, which is included in the Group's consolidated results on page 84. After excluding interest income, our net return on investments is \$0.6m (2014: \$1.3m), which represents a return on investments of 4.4% for FY2015 (2014: 10.1%). The expected long term return for our investment is the Consumer Price Index (CPI) + 3%. For FY2015, the targeted return was 4.5% (2014: 6%).

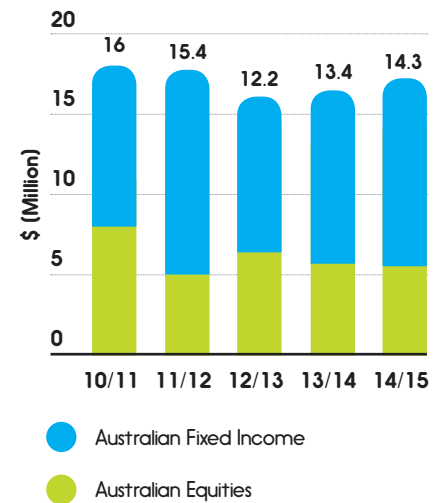
Current strategy

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

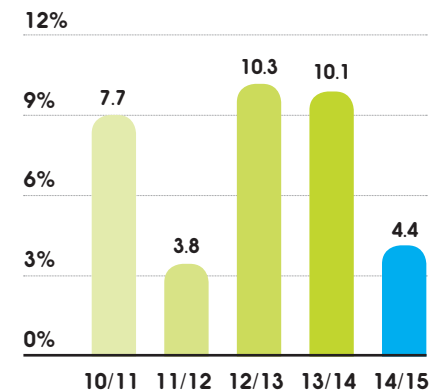
How we spent these funds and future plans

During FY2015, investment returns were reinvested to help strengthen our net asset position and increase our capacity to provide services. Looking forward, Northcott plans to use disbursements from investments to support Northcott's strategic goal of building a sustainable organisation that is fit for the future. These investment returns will provide the flexibility to respond to future opportunities and challenges to ensure Northcott's long term success.

Asset allocation (\$)



Return on investment (%)



Thank you

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

Celebrity Ambassadors

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

Client Ambassadors

Cameron Ryan
Mat Earley
Louisa Silva

Bequests

Vallex Blackford
Ella Kate Boyd
Henry Lloyd Brown
Kathleen Brunsdon Goddard
Darcy Cyril Carter
Cater Charitable Trust
R Cohen
Lionel E F Dege
Oliver Stanley Glover
K & G Gluck Trust
Colin Douglas Hall
Welwyn Hay
Harry L Howden Charitable Trust
Annabella Jones
C Middleton
Betty Mildred Gill
Mona Isobel Paul
Edith Roche
Rex Foster Smart
Lorna Gladys Somerville

Club Grants

Asquith Rugby League Club
Auburn RSL Club Co-Op Ltd
Ballina RSL
Canterbury-Hurlstone Park RSL Club
Castle Hill RSL Club Limited
Chatswood RSL Club Ltd
Dee Why RSL Club Ltd
Guildford Leagues Club
Hornsby RSL Club Ltd
Illawarra Catholic Club Limited
Moree & District Services Club Ltd
Mounties Group
Pittwater RSL Club
Riverina Australian
Football Club Limited
Ryde-Eastwood Leagues Club Ltd
Shellharbour Workers' Club Ltd
Shoalhaven Ex-servicemen's Club
Wenty Leagues Club
West Pennant Hills Sports Club Ltd
Western Suburbs (N'cle)
Leagues Club Ltd
Western Suburbs Leagues Club

Community Fundraisers

Coleman Greig Lawyers
Drive4Life
MPA Projects
Revesby Workers Mens
Bowling Club
Scentre Group
Tamworth Fundraising Group
The Department
University of Western Sydney
Wagga Wagga Fundraising
Committee
Woolworths Ltd

Trusts and Foundations

Baxter Charitable Foundation
Baxter International Foundation
Hildanna Foundation
John Maclean Foundation
Liangrove Foundation Pty Ltd
Maple-Brown Family
Charitable Foundation Ltd
Philandron Foundation
Profield Foundation
Rellim Foundation
The Bluesand Foundation
The Broinowski Foundation
The Danks Trust
The Fairbridge Foundation
The Hawker Foundation
The J.L. Manches Memorial Trust
The James N Kirby Foundation
The Jibb Family Foundation
The R A Gale Foundation
The Raymond E Purves Foundation
The Walter & Eliza Hall Trust
Todd Family Foundation
Wheelan Project Co Pty Ltd
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Major Donors

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R Critchley
Bill and Alison Hayward
Pieter Huveneers
Rocco Mangano
William Mudford
Paul and Karen* Okkerse
Norm O'Neill
John and Margaret Sachs
Joyce Sproat
P Tang

* denotes deceased

Corporate Partners



SCENTRE GROUP



Transport Employees Welfare Fund Limited



Veolia Transport NSW Pty Ltd Payroll Giving



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President Emeritus
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D W King OAM

Honourary Life Member

R Casey
Trevor Chappell
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Edward Condran
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Stan May
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Charles F Moore
Graham O'Donnell

Paul & Karen* Okkerse
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Hon Justice Steven Rares
Patricia Robertson-Cuninghame*
Sophie Rothery
Jim Searant
Gail Singh
Anny Slater
Christopher P Sparks
Andrew W Stevenson
John Surian
Hugh Taylor
Helen Wellings
**deceased*

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Central Office



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