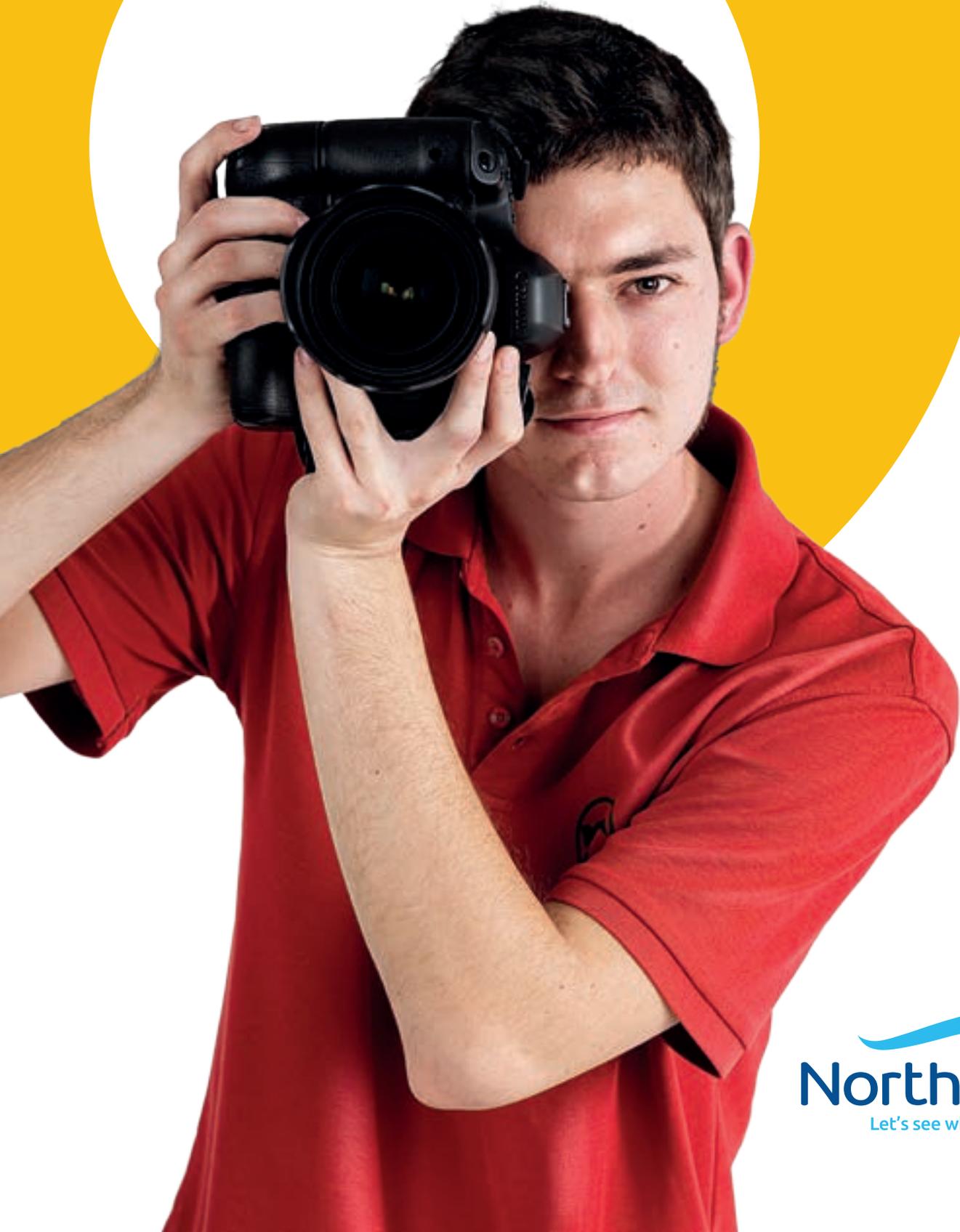


# UNLEASHING POTENTIAL

ANNUAL REPORT 2015-16



  
**Northcott**  
Let's see what you can do



## CHANGING PEOPLE'S LIVES

**Just a few years ago, Chloe wouldn't have dreamt of cooking a meal for her family or going out in her community.**

Today, the young woman volunteers with two local organisations, prepares meals for her family and is a self-confessed fitness junkie.

Chloe has dyspraxia, a condition that causes difficulties with coordination, balance and development. She has learning and memory issues and often has trouble recalling things she learnt three months earlier.

"When I finished school, I had no idea about the kinds of supports I could receive. When I looked into getting support, all that was offered to me was a spot in a day program. I didn't want that because it felt like school. I wanted to become an independent adult and live my life the way I wanted," Chloe says.

"Nobody had really asked me what I wanted to do with my life. I didn't know what to say when I was asked about my goals. I'm really happy with Northcott and the National Disability Insurance Scheme (NDIS) because I've got more choice about what I can do. The best thing is that my NDIS funding has allowed me to choose Emma from Northcott as my support worker."

Emma supports Chloe five hours each week, teaching her new skills like cooking, managing a budget or using a computer, and accompanying her in the local community to support her move towards independence.

"Since meeting Emma, I feel like I can achieve anything I set my mind to – with a little assistance along the way. Now I can do more things and I've become more independent. Northcott and the NDIS have really changed my life."

*Front cover: Northcott unlocked Michael's confidence and supported him to realise his potential and passions. See his story on page 16.*

# SUPPORTING CHILDREN AND ADULTS WITH DISABILITY TO DISCOVER THEIR ABILITIES AND ACHIEVE THEIR GOALS

## ABOUT NORTHCOTT

Northcott is a not-for-profit disability service provider delivering services from metropolitan and regional locations throughout New South Wales (NSW) and the Australian Capital Territory (ACT). We work creatively and relentlessly with each customer to unlock, discover and unleash their potential, supporting and empowering them to be the best they can be now and in the future.

### 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.

## OUR PURPOSE

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

## OUR VISION

Grow our services because customers 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

## 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 disability to this country, and reaffirm Northcott's purpose of building an inclusive society where people can live the life they choose.

## 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 2015–16. They are written for Northcott's many and varied stakeholders, which include existing and potential customers and their families and carers, staff, donors, volunteers, community partners, other service providers and businesses, and government agencies. The Financial Report 2015–16 containing the full financial statements is available from [www.northcott.com.au](http://www.northcott.com.au).

ABOUT NORTHCOTT	2
DISABILITY IN NSW AND THE ACT	3
OUR SERVICES AND SUPPORTS	4
WHO WE SUPPORT	6
CHAIRMAN'S REPORT	7
CEO'S REPORT	8
STRATEGIC PLAN 2014-2017	10
THE YEAR'S HIGHLIGHTS	12
SYDNEY NORTH	14
SYDNEY SOUTH	18
HUNTER, NEW ENGLAND, WESTERN NSW	22
ACT AND SOUTHERN NSW	26
NORTHERN NSW AND NORTH COAST	30
OUR BOARD	34
OUR EXECUTIVE	36
ORGANISATIONAL STRUCTURE	37
OUR TEAM	38
WORK HEALTH AND SAFETY	41
OUR VOLUNTEERS	42
BUSINESS IMPROVEMENTS	44
QUALITY AND PRACTICE	45
RESEARCH AND EVALUATION	46
GOVERNANCE	48
FUNDRAISING	50
NORTHCOTT INNOVATION	54
FINANCIAL SUMMARY	56
INVESTMENTS	60
THANK YOU	62
MEMBERS	64

# ABOUT NORTHCOTT



## OUR PATRON

Our Patron His Excellency General The Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales, is passionate about supporting people with disability to lead fulfilling lives as valued and active members of the community.

## 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 who had been isolated and excluded from the community due to illness or disability.

## Who is Northcott?

Northcott is a not-for-profit disability service provider that works with customers to realise their potential.

As one of Australia's largest not-for-profit disability service organisations, we provide services from metropolitan and regional locations throughout NSW and the ACT. Our work is backed by more than 85 years of experience and expertise in the disability service industry.

A registered NDIS provider, we employ close to 1,000 staff and provide empowering, personalised services to over 13,500 people with disability, their families and carers each year.

## What do we do?

Northcott provides personalised and dynamic support, delivered by a committed team who will optimise and maximise support and services for every customer.

Our experience and expertise gives confidence to our customers that they are in trustworthy hands. Our commitment to innovation and pushing boundaries allows us to tackle challenges creating barriers for our customers to reach their potential.

Northcott's diverse range of service offerings and strong community partnerships give customers easy access to the supports they need or want through a single gateway from our many locations.

## What is our promise to each customer?

We will work creatively and relentlessly with each customer to unlock, discover and unleash their potential, supporting and empowering them to be the best they can be now and in the future.

Our customers are not numbers, they are unique individuals. We will personalise our services to each customer's current and future needs and goals, every single one, to ensure their development and growth.

As advocates for our customers' inclusion, we will empower them with confidence, choice and opportunity so they can live their life, as they choose, in their own way.

# DISABILITY IN NSW AND THE ACT

## AUSTRALIA'S DISABILITY SECTOR IS CHANGING AND GROWING RAPIDLY.

The introduction of the National Disability Insurance Scheme (NDIS), now in full roll-out phase, is creating an open market of services and supports where children and adults with disability are at the centre of service delivery.

Under the NDIS, eligible children and adults with disability receive an individual plan and funding to support them to achieve identified goals. NDIS participants have greater control over their supports and are able to choose the service providers they want to work with them.

This is a fundamental shift in the way the sector has previously operated. With funding directly in the hands of participants, people with disability now have more control over the supports they receive. They also hold the power to demand new and better services. Service providers will no longer receive block funding from Government to deliver their services and supports. Additionally, specialist disability services previously provided by Government will move to the non-government sector, creating opportunities for even more service providers.

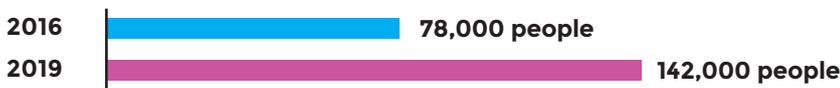
NSW represents the largest NDIS market with an estimated 140,000 participants expected to receive funding. This is almost double the number of people with disability currently receiving funding supports. There will be more funding available, creating more jobs and more opportunities for businesses.

In NSW and the ACT, where Northcott operates, the prevalence rate for disability is 17.5% and 15.8% respectively.<sup>1</sup> These children and adults are among the most disadvantaged in our communities, experiencing lower education attainment levels, higher unemployment, lower incomes and fewer opportunities to participate in their community. They are also more likely to experience discrimination and unfair treatment because of their disability.

The NDIS is an ambitious move towards improving the life outcomes for Australians with disability and building a more inclusive society. Northcott is fully supportive of the revolutionary reform.

### NSW disability sector projections<sup>2</sup>

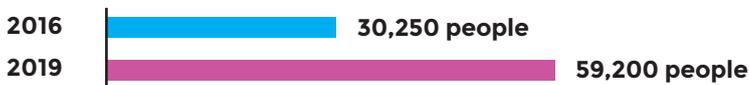
#### NDIS PARTICIPANTS



#### FUNDING/EXPENDITURE



#### DISABILITY WORKFORCE (FTE)



**35.1%**  
OF WOMEN WITH DISABILITY AND 28.1% OF MEN WITH DISABILITY AGED 15 YEARS AND OVER HAD AVOIDED SITUATIONS BECAUSE OF THEIR DISABILITY.<sup>1</sup>

**8.6%**  
OF AUSTRALIANS WITH DISABILITY REPORTED DISCRIMINATION OR UNFAIR TREATMENT BECAUSE OF THEIR DISABILITY IN 2015-16<sup>1</sup>

<sup>1</sup> Australian Bureau of Statistics' 2015 Survey of Disability, Ageing and Carers

<sup>2</sup> Market Position Statement New South Wales, National Disability Insurance Agency, March 2016

# OUR SERVICES AND SUPPORTS

## EQUIPMENT AND TECHNOLOGY

We create tailored equipment and technology solutions to assist customers to improve their communication and mobility. Our Assistive Technology therapists conduct assessments, recommend equipment and technology, and provide training in new equipment.

## PERSON CENTRED BEHAVIOUR SUPPORT

We work with individuals, families and staff teams to understand behaviour as a communication and to develop effective strategies to reduce behaviours people may find concerning. Our services include Individual Behaviour Support, Restrictive Practices Authorisation Support and training and workshops for customers, families, carers and staff teams.

## COORDINATION OF SUPPORTS

We provide information, advice and support to assist customers to navigate the disability service system, access the right services and resolve issues. With our support, customers build their confidence and skills to make decisions about their supports and control their funding.

## EVERYDAY LIFE SKILLS TRAINING

We work with customers to understand the skills they want to learn, and offer a range of individual and group training, workshops and activities to assist with the development of these. With our support, customers learn and develop skills to participate in and undertake activities independently.

## IN-HOME AND COMMUNITY SUPPORTS

Our support workers assist customers with everyday activities in their homes or when they go out. This includes caring for customers overnight or while carers are occupied, providing assistance for recreational activities, homework, or meal preparation, taking customers shopping, to appointments or accompanying them on holiday.

## HOUSING AND SUPPORTED INDEPENDENT LIVING

We provide a range of services that enable people with disability to live independently. Our three service types in housing or supported living are Shared Housing, Individual Housing, and Supported Living Service. Residents are supported to learn skills, make friends and be part of their community.

## **FUNDED PARTNERSHIP PROGRAMS**

We administer the Preschool Disability Support Program (PDSP) which is funded by the NSW Department of Education. This program supports children with disability or additional needs attending NSW community preschools. We also deliver the Early Links program which supports parents and carers of children aged 0-8 years who are seeking support for their child's development. This is funded by NSW Department of Family and Community Services, Ageing, Disability and Home Care.

## **SHORT BREAKS AND OUTINGS**

We provide a range of short breaks, outings and activities so people with disability can meet new people, make friends, gain new skills and discover new interests. Short breaks and social activities include skiing, camps, city breaks, going to nightclubs, music festivals and sporting events.

## **THERAPY**

Our team of fully accredited speech pathologists, occupational therapists, physiotherapists and social workers provide therapy assessments and intervention. With funding from NSW Health, we deliver the Paediatric Spinal Outreach Service (PSOS) for children under 18 who have acquired a spinal cord injury, and the Spina Bifida Adult Resource Team (SBART) for young adults with spina bifida who are transitioning from paediatric to adult services.

## **TRANSDISCIPLINARY EARLY CHILDHOOD INTERVENTION**

We work with young children with disability or developmental delay, and their parents and carers, to improve learning and development capability to ensure a smooth transition to their next stage of life. Our multi-disciplinary approach includes sessions with a dedicated keyworker and relevant allied health professionals.

## **OUTSIDE SCHOOL HOURS CARE**

We provide care for children and young people outside school hours and during vacation times. Our opportunities allow children to meet others their own age, develop social skills, have fun and build relationships outside the school setting.

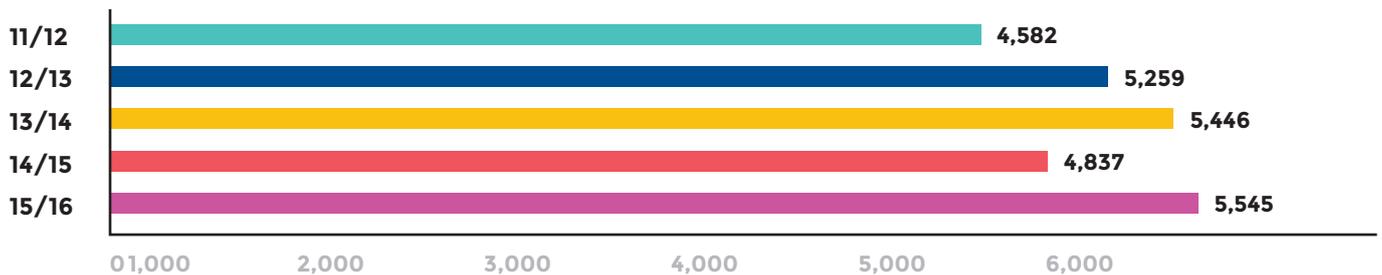
## **VOCATIONAL SKILLS TRAINING AND EMPLOYMENT**

We provide work-related skills training in group or individual settings to assist customers with finding a job or volunteer work. We assist with finding relevant work experience opportunities and support customers to get a job and discover career pathways. We are a registered Disability Employment Services provider.

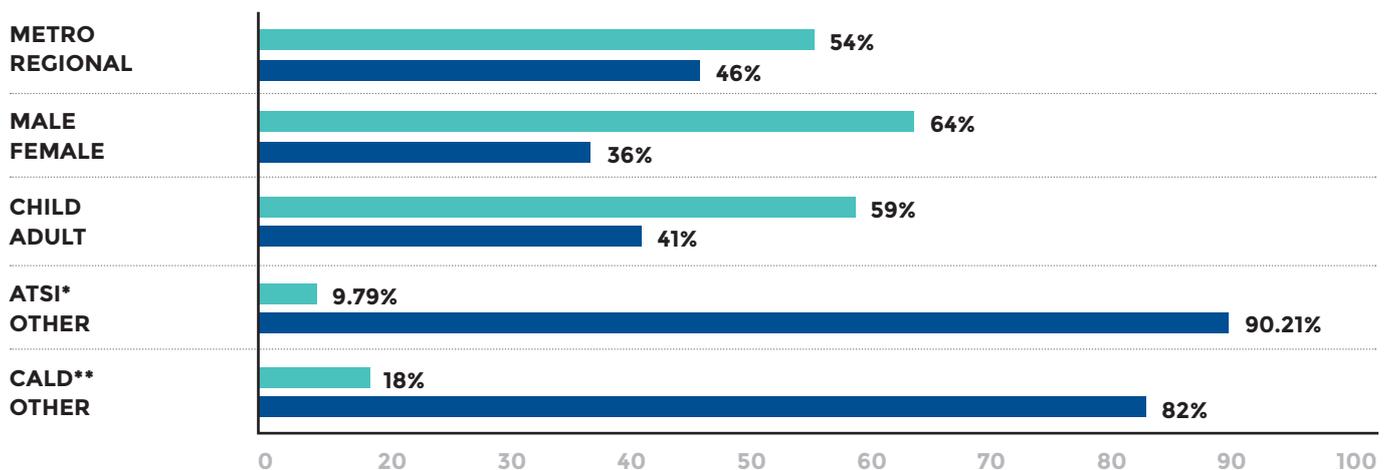
# WHO WE SUPPORT

IN 2015-16, OUR SUPPORTS AND SERVICES REACHED MORE THAN 13,500 PEOPLE LIVING IN NSW AND THE ACT. THIS INCLUDED MORE THAN 5,500 CHILDREN AND ADULTS WITH DISABILITY AND THOUSANDS MORE PARENTS, SIBLINGS AND CARERS.

## NUMBER OF PEOPLE WITH DISABILITY WE SUPPORTED

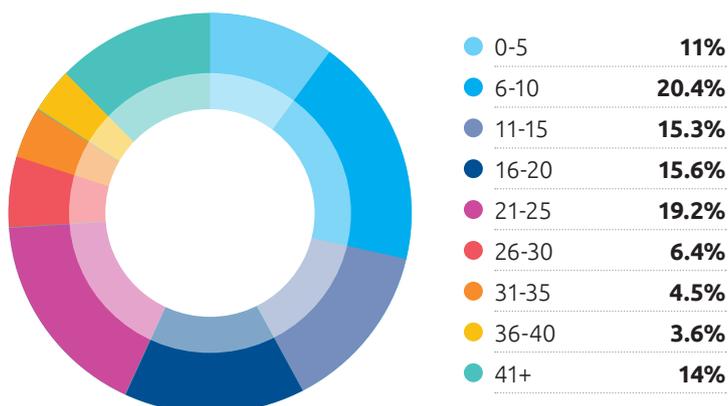


## CUSTOMERS' DEMOGRAPHICS 2015-16



\* Aboriginal and Torres Strait Islander \*\* Culturally and Linguistically Diverse

## OUR CUSTOMERS' AGE 2015-16



# CHAIRMAN'S REPORT

## 2015-16 WAS ANOTHER YEAR OF SIGNIFICANT ACHIEVEMENT FOR NORTHCOTT.

Our revenue growth of 24% was an indicator that the organisation has continued to thrive, even in the lead-up to the full NDIS roll-out. Knowing the challenges ahead it was very pleasing that Northcott also recorded a surplus of \$1.9m.

This growth was driven by more customers accessing our services, in particular Transdisciplinary Early Childhood Intervention, Everyday Life Skills Training, and Vocational Skills, and by general organic growth across Northcott of funding from the Department of Family and Community Services, Ageing, Disability and Home Care.

As expected, this year we have been very focussed on making sure the organisation is well prepared for the NDIS transition. I am pleased to report that our preparation has stood us in good stead so far.

We have also continued to build our reputation in the sector and with Government. Northcott is increasingly asked for its view on disability issues and our input is highly regarded. This has allowed us to influence the direction of policy and practice.

We have been working on building the innovation capability of Northcott for a number of years and this focus is now really paying dividends, with increasing recognition within the sector and with customers and Government. Northcott Innovation, a Northcott subsidiary that was established last financial year, now has a list of exciting projects underway, and has made a significant impact in its relatively short life.

Looking ahead we will no doubt have some significant challenges as the NDIS transition gains momentum. While we are taking a very positive view to the changes and the benefits the NDIS will provide, we are cognisant of the many challenges it presents, both operationally and financially. We know, for example, there will be significant changes in our financial position and are preparing as much as possible for this.

I would like to thank the Board for another year of strong engagement and support. A recently completed assessment of the Board's performance showed that it is functioning very well. During the year Nick Kennedy attended Board meetings as an Observer through the Australian Institute of Company Directors Observership program, and I would like to thank him for his great contribution.

Finally, a big thank you to our CEO, Kerry Stubbs, her executive team and all staff for their wonderful efforts during the year. The challenges and pressure faced daily are significant so it is very uplifting to see the positive and enthusiastic manner in which the Northcott team are responding.



A handwritten signature in black ink, appearing to read 'M. Briggs'.

**MICHAEL BRIGGS**  
**CHAIRMAN**

# 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.**

## **NDIS readiness**

In 2015–16 Northcott operated in three different stages of National Disability Insurance Scheme (NDIS) transitioning. In the Hunter and ACT trial sites, we supported customers who had already transitioned, with some on their second and third NDIS plans. In Nepean Blue Mountains, we began working with existing and new customers under the age of 18 who transitioned in that year. Across the rest of Northcott, we worked with customers who were preparing to transition from 1 July 2016 or 1 July 2017, while also continuing to meet our obligations for service delivery under various government contracts.

This unique situation posed obvious challenges and complexities for our teams. However, it has been invaluable in refining and improving our systems and processes to better support the NDIS, while continuing to deliver quality services and assist customers transition to the new way of doing things.

While all this has happened, we have also grown our services and customer numbers outside the NDIS through the provision of innovative and accessible services and programs.

## **Focussing on quality**

Northcott has a proud history of more than 85 years of quality service provision. We are determined to continue that tradition in the changing environment, and have instituted a range of process changes, reporting frameworks and education to ensure we understand what makes a high quality service and how to deliver this in a consistent manner to meet individual customer need. We have also looked closely at the evidence given to the Royal Commission into Institutional Responses to Child Sexual Abuse and worked with the NSW Ombudsman to continue to improve the safety of our service provision to customers and meet our legal and ethical obligations for mandatory reporting and prevention of abuse. Northcott has been asked to participate in a number of initiatives as a leader in this field.

We also continue to invest in evaluation and research, to ensure we are building services that meet real need and provide measurable outcomes against customer goals.

## **Concentrating on customers**

This year we have used our experience in co-design and customer experience research to introduce some new services and review those we currently provide. We are moving our language and our rationale from what we think we provide to what our customers are buying. This has involved some very exciting rethinking of what we do and how we do it, across the whole organisation.

## Growing staff

We are growing staff both in numbers and in skills. We are well aware that Northcott is only as good as the staff who work here, and that for customers, their key relationships are with the staff who support them. That means the women and men who work for Northcott must share our values and are given support and opportunities to meet the needs of customers.

During the year we embarked on an ambitious recruitment drive to meet current and projected demand for our services under the NDIS. The goal is to reduce our reliance on external providers and employ our staff directly, so that they embody the services we want to deliver. We also recruited from our experienced workforce a team of Individual Plan Advisors, who will support our customers in the pursuit of their goals, and in the planning and delivery of our NDIS supports.

## Emphasising diversity

As an organisation that concentrates on the aspirations and goals of each individual customer, we must also be aware of the specific characteristics and needs of groups in the community who form part of our customer base.

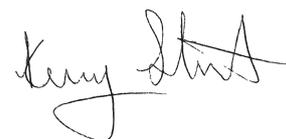
To that end we have specifically recognised the rights and requirements of our nation's First Peoples through our Reconciliation Action Plan (RAP), which has now moved to a stretch RAP. This updated plan will push us further to develop and enhance our connections with Aboriginal and Torres Strait Islander communities, to better serve our customers from these backgrounds.

We have also made strides in improving our provision of services to various culturally and linguistically diverse (CALD) communities, and are very pleased to have made some small steps in assisting refugee children and adults with disability to be better able to access the community.

## Looking ahead

Northcott has a legacy of strong community and philanthropic support. In the changing disability landscape, support from our partners and donors remains critical. It assists with the diversity of our service delivery and allows us to invest in pushing boundaries to create innovative solutions to meet our customers' aspirations and needs. I thank all the supporters and partners of Northcott for their ongoing commitment and support.

Over the coming 12 months, we expect more change and challenge as the NDIS rolls out for 60% of our current customer base. With the guidance of our Board of Directors, the skill and commitment of our managers, the passion and care of our skilled staff, and the support and feedback from our customers, I am confident we have the settings right to meet those challenges. I thank all staff for their hard work in these challenging times. Collectively, we make Northcott unique and strong as an organisation, fully committed to empowering people with disability.



**KERRY STUBBS**  
CEO

# NORTHCOTT STRATEGIC PLAN 2014-2017

**WE WANT TO BUILD AN INCLUSIVE SOCIETY WHERE PEOPLE CAN LIVE THE LIFE THEY CHOOSE.**

**AS ADVOCATES FOR OUR CUSTOMERS' INCLUSION, WE WILL EMPOWER THEM WITH CONFIDENCE, CHOICE AND OPPORTUNITY SO THEY CAN LIVE THEIR LIFE, AS THEY CHOOSE, IN THEIR OWN WAY.**

## 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 CUSTOMERS 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 MAKE NORTHCOTT BECOME EVEN STRONGER AND MORE SUCCESSFUL IN THE FUTURE**



**WE WILL IMPROVE HOW WE MAKE DECISIONS**

## WE ARE ALWAYS



**FRIENDLY  
AND CARING**



**CREATIVE AND  
QUICK TO  
RESPOND**



**PROFESSIONAL  
AND DO WHAT  
WE SAY WE WILL  
DO**



**DEDICATED AND  
KEEN TO HELP**



**FAIR AND  
HONEST**

**ndis**

**WE WILL MAKE SURE  
ALL OUR SERVICES AND  
CUSTOMERS ARE READY  
FOR THE NDIS**



**WE WILL SEE MORE  
CUSTOMERS IN  
MORE AREAS OF  
NSW AND THE ACT**



**WE WILL ATTRACT  
NEW CUSTOMERS  
AND KEEP CURRENT  
CUSTOMERS**



**WE WILL WORK WITH THE  
GOVERNMENT AND PEOPLE  
THAT INFLUENCE THEM 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**

**2**

**FEEL THE VIBE  
SEXUALITY AND  
DISABILITY EXPOS**

**SEXUALITY AND  
RELATIONSHIP POLICY  
DEVELOPED**

**\$64.6M**

**IN OPERATING  
REVENUE**

# THE YEAR'S

**250+  
NDIS  
CUSTOMERS**

**AS AT 30 JUNE 2016**

**\$3.97m**

**IN TOTAL  
FUNDRAISING  
REVENUE**

**No. 6**

**ON THE 2016  
GIVEEASY  
INNOVATION  
INDEX**

**STRETCH  
RECONCILIATION  
ACTION PLAN  
ENDORSED BY  
RECONCILIATION  
AUSTRALIA**

**5,500+**

**CUSTOMERS WITH  
DISABILITY**

**970+**  
**STAFF**

# HIGHLIGHTS

**KERRY STUBBS,  
NORTHCOTT CEO  
NAMED IN PRO BONO  
AUSTRALIA'S  
IMPACT25**

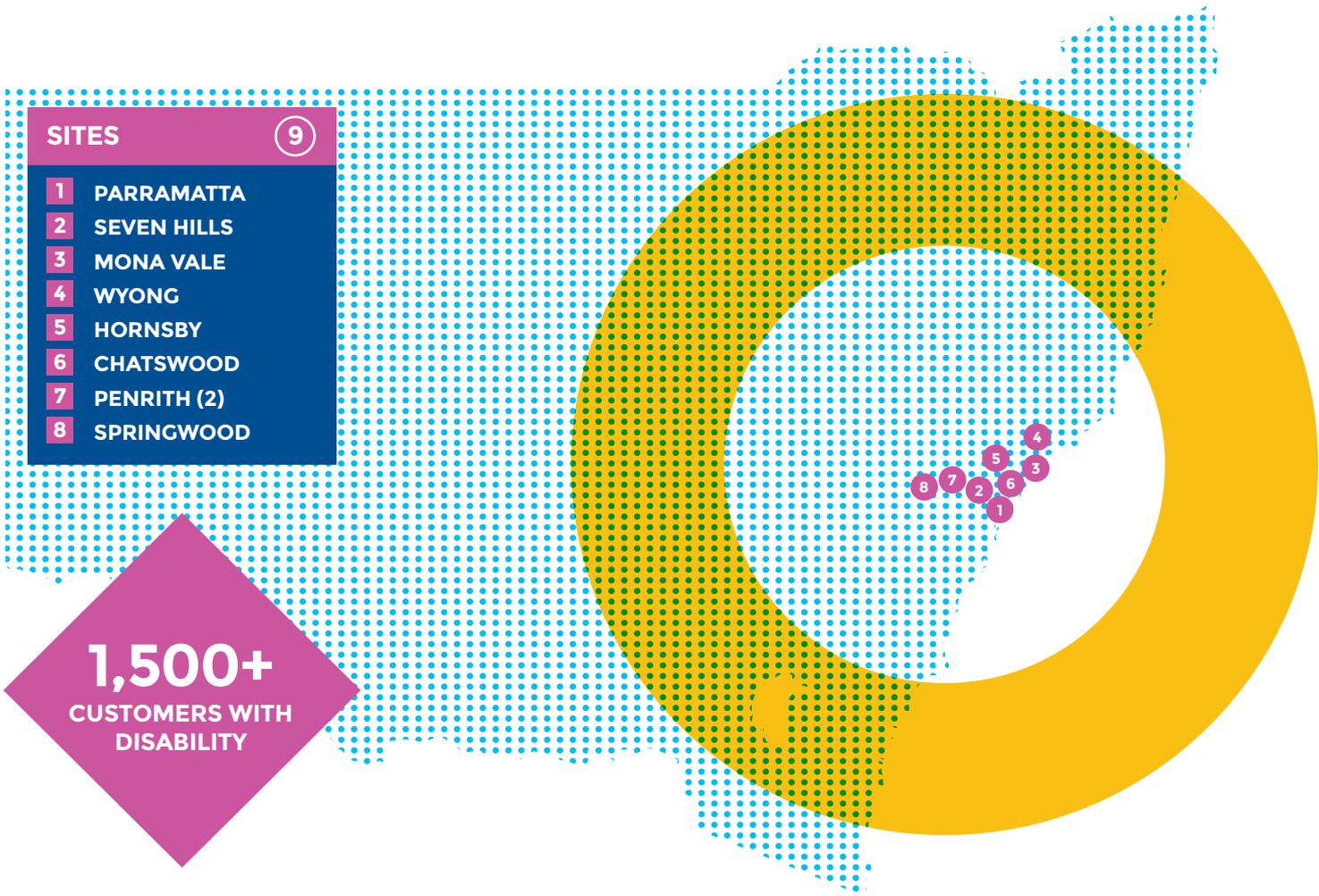
**2,000+**

**PARTICIPANTS  
ADVOCATED FOR  
INCLUSION AT  
WALK WITH ME  
EVENTS**

**ONLY NFP  
- AND 22nd -  
IN BRW'S MOST  
INNOVATIVE  
COMPANIES  
OF 2015**

**CUSTOMERS AND  
CEO INTERVIEWED  
ON SBS TV'S INSIGHT  
ABOUT SEXUALITY  
AND DISABILITY**

# SYDNEY NORTH



## Creative Vibes - Shine 2015

In December 2015, we supported customers from our Life Skills program to organise and host a three-day public art exhibition featuring works of art, woodwork, film and music. The event, which included a pop-up cafe operated by participants, was held in Parramatta Town Hall and showcased the creative and artistic skills of people with disability. Coinciding with the International Day of People with Disability, the event gave participants an opportunity to share their creative expression with the community, sell their pieces of work and realise their potential as active participants in their community.

## Speed dating and positive relationships

We hosted our first ever Speed Dating Night in June in Parramatta with 13 attendees. The concept was developed following customer requests for activities for people with disability to meet each other. The night gave single people the opportunity to meet others and practise dating skills in a supported environment. Attendees mentioned they would come to another night as it was a great way to meet new people.

Workshops on building positive relationships and dating were also delivered to 43 customers from our Life Skills and Transition to Work programs in Parramatta and Hurstville. We learnt that relationships is an area many customers are interested in receiving support and realising their potential.

*"The Speed Dating night was a fun experience, getting to know new people, who I wouldn't have had the chance to meet."* - Participant

# 100

NDIS CUSTOMERS IN NEPEAN BLUE MOUNTAINS



NEW OFFICES - CHATSWOOD AND SEVEN HILLS



WALK WITH ME PARTICIPANTS



HIGH SCHOOL STUDENTS COMPLETED NEW LIFE AFTER SCHOOL PILOT PROGRAM



PEOPLE AT FEEL THE VIBE PENRITH



NEW MINDFULNESS PROGRAM DELIVERED IN VOCATIONAL SKILLS



NEW THERAPY PARTNERSHIP IN LITHGOW WITH LIFESPAN

FundAbility  
Get including!

# \$129k

IN GRANTS FOR 15 PROJECTS TO PROMOTE INCLUSION

# 10%

OF INDIVIDUALS IN THE NEPEAN BLUE MOUNTAINS THAT HAVE TRANSITIONED TO THE NDIS ARE PURCHASING AT LEAST ONE SERVICE FROM NORTHCOTT

# 88%

OF PENRITH VOCATIONAL SKILLS CUSTOMERS STAYED WITH US AFTER THEIR NDIS TRANSITION

## Northcott Minecraft Club

We held our first Minecraft Day during the April school holidays after identifying a service gap for younger customers. The event brought together children with similar interests who were able to learn from each other while having fun playing a game they all enjoyed. One boy had so much fun he decided to also attend a Northcott Sport and Recreation Camp, something he had never done before. Following the success of this holiday activity, we established the Northcott Minecraft Club. The Minecraft Club provides children with a group activity where they are able to build confidence, expand their social networks and form new friendships so they can become the best they can be.

## Working with refugees

With support from the Allens Charity Committee, Northcott occupational therapists, in partnership with the NSW Refugee Health Service, began assessing refugees with disability and providing equipment from the Northcott Equipment Service loan pool. The first recipient of our support under this arrangement was Iraqi refugee, Sahri Mashin. Before escaping war torn Iraq, Sahri suffered a stroke and acquired a disability that has affected his speech and mobility. Within a few days of arriving in Australia, Sahri's mobility needs were assessed by Northcott and we were able to provide him with his own wheelchair to enable him to settle more comfortably and independently into his new community. Through this initiative, we supported more than 200 refugees with disability to discover their potential in their new home.



## DISCOVERING PASSIONS

**For students like Michael, who lacked social skills and confidence throughout school, transitioning from high school to adulthood can be tough. Michael has high functioning autism and at school he found it hard to fit in.**

“Back in high school, I was what you would call the classic wallflower. There was a big wall blocking me from all other opportunities. I didn’t have the courage to speak out to other people and I didn’t know how I was going to fit in,” says Michael, who is now 22 years old.

“Northcott’s Transition to Work program made a big difference. With Northcott’s support, I’m now outgoing with other people. I’ve grown up and have more confidence. Sometimes I think... ‘Am I really that person who would sit back at school all the time?’”

Michael was connected to Northcott through his teacher, Maureen Croyle, who noticed he needed some extra assistance after high school.

“I’m very glad that Maureen suggested Northcott because I don’t think there would be any other service that would do as good a job as what Northcott did for me. Instead of focussing only on employment, they also focus on skills and building up your independence, confidence and social skills, which is very good for me. I have learned a lot from Northcott.”

With Northcott’s support, Michael gained his forklift and warehouse licences and completed work experience placements with Baxters Pharmaceuticals, Big W and Bunnings.

“Bunnings was where I really wanted to work. I first started in the nursery department in May 2014 doing work experience for about six months. I was offered a part-time job in October 2014 and now I’m working full-time,” he says.

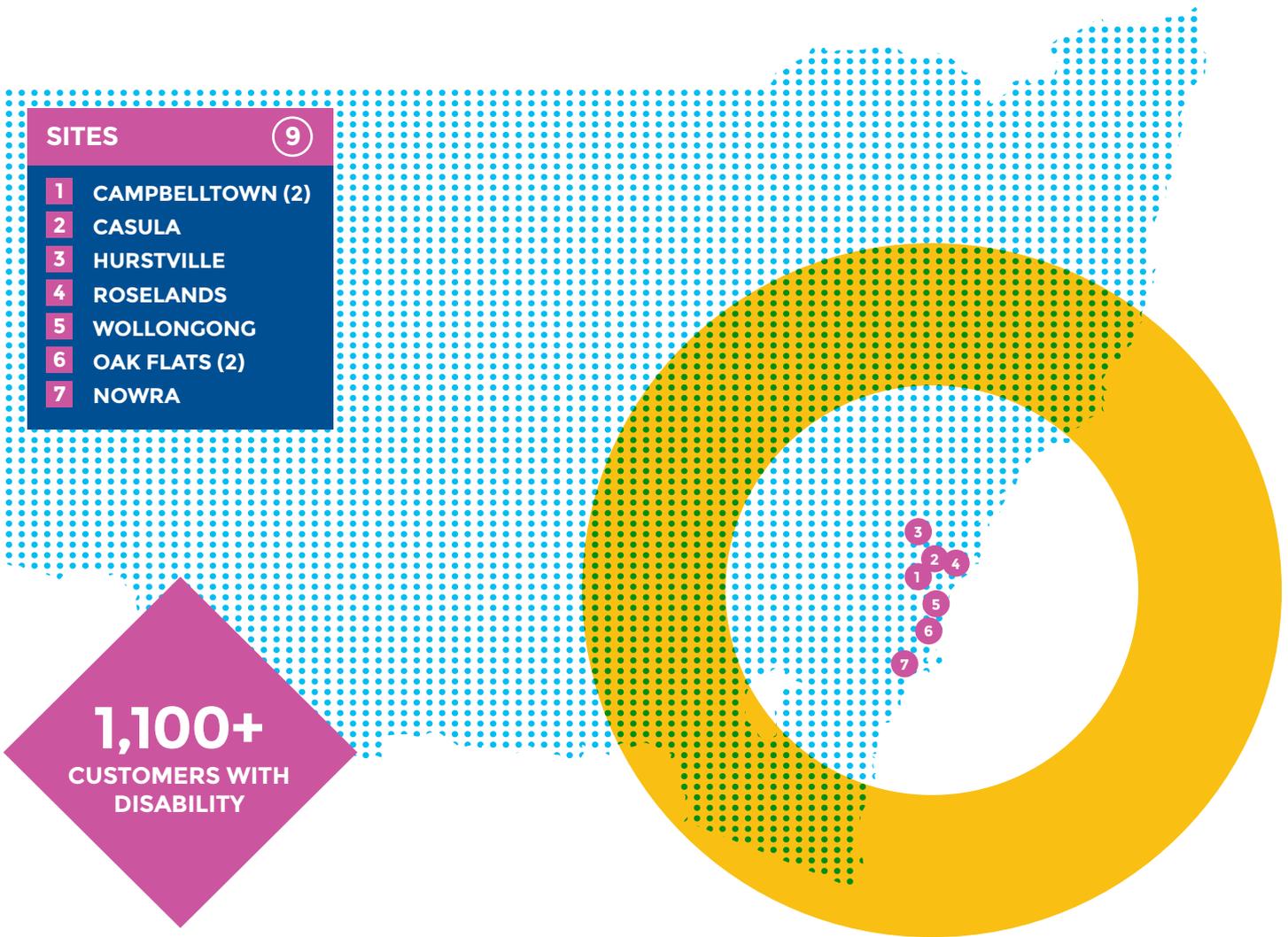
Getting a job is one of Michael’s proudest achievements, along with getting his driver’s licence and pursuing his passion for photography.

“I’m still breaking down an invisible wall, but thanks to Northcott I’m now more outgoing and enjoy being out there doing things I love.”

*Northcott’s Transition to Work gave Michael the confidence and skills to do things he loves.*



# SYDNEY SOUTH



## Working with Aboriginal communities

Our Campbelltown Office has a strong relationship with the local Aboriginal community, developed over time through our successful Macarthur Yarning Circle and Tharawal Aboriginal Play Links playgroup. Our staff ensure activities, supports and services we provide to this community are empowering, respectful and culturally appropriate.

Our South Eastern Sydney team received Aboriginal Flexible Respite funding from the Department of Family and Community Services (FaCS) to support students from Jarjum College in Redfern, and their families. Jarjum College supports young Aboriginal and Torres Strait Islander students who experience challenges within mainstream learning environments.

With Northcott's support, the funding provides group and one-to-one support to 13 students who access the school, and their carers. Respite packages give the children the opportunity to access services and support outside the school. In 2017, this funding will enable students and their carers to attend the Aboriginal Dance Festival in Far North Queensland, a significant biennial celebration of Aboriginal culture.

With generous support from the Vincent Fairfax Family Foundation, Northcott has also been working in partnership with Jarjum College to support 17 children to enhance their learning skills and educational development. A Northcott speech therapist and occupational therapist support the children and their teachers to develop individual learning plans and develop practical strategies to improve the students' reading, comprehension and other language skills. The partnership has been a major success.



**EXTERNAL THERAPISTS TRAINED BY OUR SPECIALIST THERAPISTS**



**CUSTOMERS SUPPORTED TO MOVE INTO INDEPENDENT LIVING SITUATIONS**



**SPORTS CLINIC SESSIONS RUN IN ILLAWARRA**  
Soccer, Tennis, Basketball, Cricket

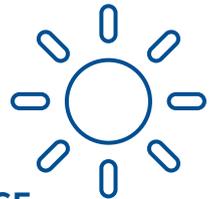


**350**  
**PEOPLE ATTENDED WALK WITH ME TO RAISE AWARENESS ABOUT DISABILITY**



**AWARD-WINNING CAMDEN SUPPORTED PLAYGROUP**

**FLEXIBLE RESPITE SUPPORT FOR 13 INDIGENOUS STUDENTS AT JARJUM COLLEGE**



**\$99k**  
**IN FUNDING TO 9 PROJECTS TO PROMOTE INCLUSION**



**100%**  
**GROWTH IN FLEXIBLE RESPITE PACKAGES**  
Illawarra/Shoalhaven



**1**  
**NEW OFFICE IN HURSTVILLE**

**2 NEW COMMUNITY PARTNERSHIPS**

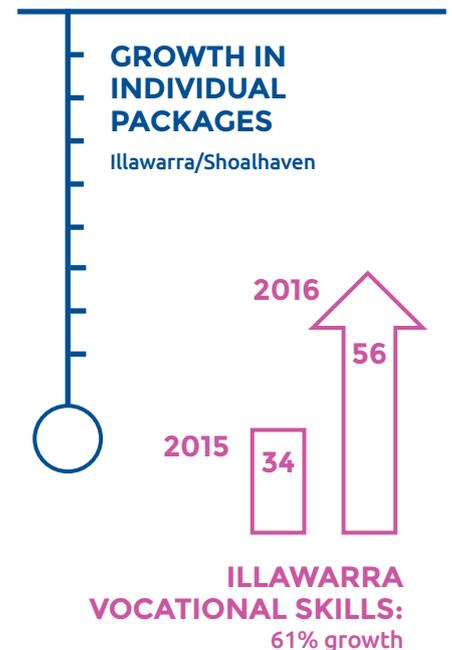


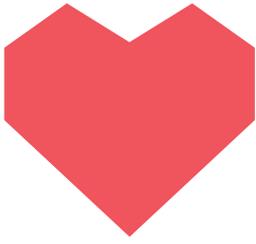
**866%**

As Fran McCarthy, the school's principal notes: "The small crucial steps each child is making is reflected in increased academic skills, as well as improved behaviour and positive engagement with the community."

### Illawarra Sports Academy

In the Illawarra, we developed and implemented a Sports Academy for Early Start customers and their siblings. This is designed to introduce children with disability (and their families and carers) to mainstream sports, such as soccer, tennis and cricket, so they can build their confidence to participate in an activity through mainstream sporting clubs. Our aim is to provide a stepping stone for the children to access mainstream sports. Regular attendees at the clinics have discovered and learnt new sporting skills and will be supported to transition to mainstream sports.





## SUPPORTING CHILDREN'S DEVELOPMENT

**Becoming a mum at 21 years old was overwhelming for Kelly. Discovering support through the Northcott and Tharawal Aboriginal Supported Playgroup increased her confidence, introduced her to new friends and strengthened her bond with her daughter Jameka.**

"When Jameka was born, I had no male support. It was only me and my mum. We went through some hardship in the first year or so, but we've pulled out the other end now," says Kelly, who suffers from depression and anxiety.

When Jameka was nine months old, Kelly joined Tharawal Aboriginal Play Links Supported Playgroup, a collaborative partnership between Northcott and Tharawal Aboriginal Corporation. Diagnosed with post natal depression, Kelly was admitted to hospital at risk of suicide and recovering from a drug addiction. Belonging to the playgroup meant she felt supported to properly care for her daughter.

"Play Links connected me with other mums in the community, and built my self-confidence as a new mother. It also linked me up to other support organisations. At the playgroup, families feel they have a safe place to yarn and share stories, the good and the bad."

Attending the weekly playgroup has also supported Jameka's early development. "Playgroup has really been good for Jameka's development and social skills. I don't think she would be where she is today if I didn't have that connection with the playgroup. For me, I've got more presence about myself these days. I'm not so shy. I've spoken out more in the community and I've learnt to cope with my mental illness. I've even gone back to work and I'm studying," Kelly says.

"With Jameka getting ready for school next year, everything is slowly laying out the way I want it to. The playgroup has been essential for my wellbeing over the last couple of years. If I didn't have them, I don't know what I would do."

*Kelly (left) and her daughter Jameka (middle) have grown in leaps and bounds thanks to support from Northcott staff member Tamika and the Tharawal Aboriginal Play Links Supported Playgroup run jointly with Northcott.*





# HUNTER, NEW ENGLAND AND WESTERN NSW



## Community Inclusion Program

We continued to support five customers to participate in the National Disability Services (NDS) Community Inclusion Program. Our Life Skills program in Tamworth was selected as one of 11 projects for this initiative. As part of the project our customers have worked with their inclusion workers and mentors to enhance opportunities for inclusion in their local communities. Two of the participants, Mitch and Steve, made a short film about their projects, which was presented at the National Disability Services (NDS) NSW State conference in February.

## Telepractice therapy service

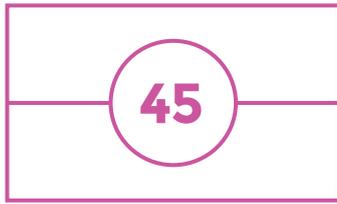
To support our Transdisciplinary Early Childhood Intervention Service, we introduced a new telepractice service in Taree. Keyworkers and families based in Taree can now link remotely via special video/audio equipment to specialist therapists in our Parramatta office who provide targeted support for the family. This provides a range of benefits to families and regional keyworkers including access to therapy support which may not have been previously available in remote or regional areas.

## Beach communication boards

Through a new partnership with Lifesaving NSW in Newcastle, we developed innovative communication boards for beach goers and lifesavers. Aimed at improving communication between lifesavers and people who find communication difficult, the boards display visual images to communicate concepts like "stay still", "I'm ok", "I'm in pain", or for international tourists, "that's a blue bottle!".

# \$273,151

IN NEW ADHC FUNDING TO PROVIDE SUPPORTS TO CUSTOMERS IN DUBBO

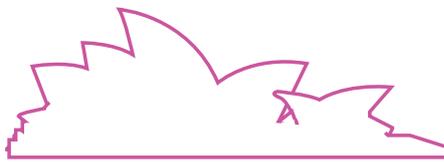
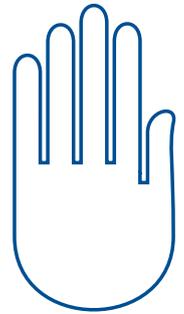


**CONNECTED WITH 45  
ELDERS AT RECONCILIATION  
WEEK LUNCH**

Up from 6 previously

## 30

**NEW SUPPORT  
WORKERS**



**WE SUPPORTED A GROUP  
OF TEENAGE GIRLS TO  
ATTEND A SYDNEY CAMP**

## 500+

**PEOPLE AT WALK WITH ME  
IN DUBBO, MOREE  
AND TAMWORTH**



**5 CUSTOMERS SUPPORTED  
FOR THE COMMUNITY  
INCLUSION PROGRAM IN  
TAMWORTH**



## 45

**NDIS  
CUSTOMERS  
SUPPORTED  
IN THE  
HUNTER**



**FEEL THE VIBE EVENT  
HELD IN NEWCASTLE**

## \$120k

**IN GRANTS AWARDED  
TO 11 PROJECTS  
PROMOTING INCLUSION**

*FundAbility*  
Get including!

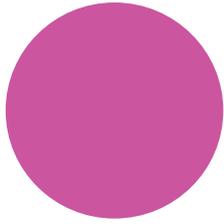


## 70%

**OF THE 300 ACT  
NOW CONFERENCE  
ATTENDEES WERE  
FROM ABORIGINAL  
OR TORRES  
STRAIT ISLANDER  
BACKGROUND**



**MT HUTTON IS  
NORTHCOTT'S FIRST  
ACCOMMODATION  
SERVICE TO TRANSITION  
TO NDIS**



## DELIVERING INNOVATIVE SERVICES

**Six-year-old Thomas has severe autism and is non-verbal. New people and situations can be extremely distressing for him. Before his mother Georgina was referred to Northcott's Transdisciplinary Early Childhood Service, the family was struggling and needed support.**

"We started with Northcott about a year ago. Tracy, our keyworker is just amazing. Thomas has improved so much," says Georgina.

Through Northcott's Transdisciplinary service, families are linked with a keyworker who works directly with them and their child to identify needs and supports that will assist with early development. The keyworker connects the family with other allied health specialists as required.

For customers like Georgina, who lives in a regional area, occupational therapists and speech pathologists can be hard to find, or often change regularly.

"Before Northcott, almost every time Thomas had a session, he was confronted with a stranger. That was really distressing for him," Georgina says.

Northcott's telepractice service connects regional customers with therapists in Sydney who provide a consistent and high quality service. Customers and therapists are linked via video conferencing equipment in the customers' home or another comfortable setting. Our therapists observe the child and provide support and guidance for the parents and keyworker, specifically targeted at the child and family's needs.

For Thomas and Georgina, being able to connect with the same occupational therapist through the telepractice sessions has been crucial for his development. Being able to hold the sessions in a setting where Thomas is comfortable has also significantly improved his behaviour.

"The video sessions offer a level of continuity and control that works for Thomas and us. He is used to the equipment and because the routine is the same, even if the therapist changes, it won't be so distressing for him and we all get a better outcome," says Georgina.

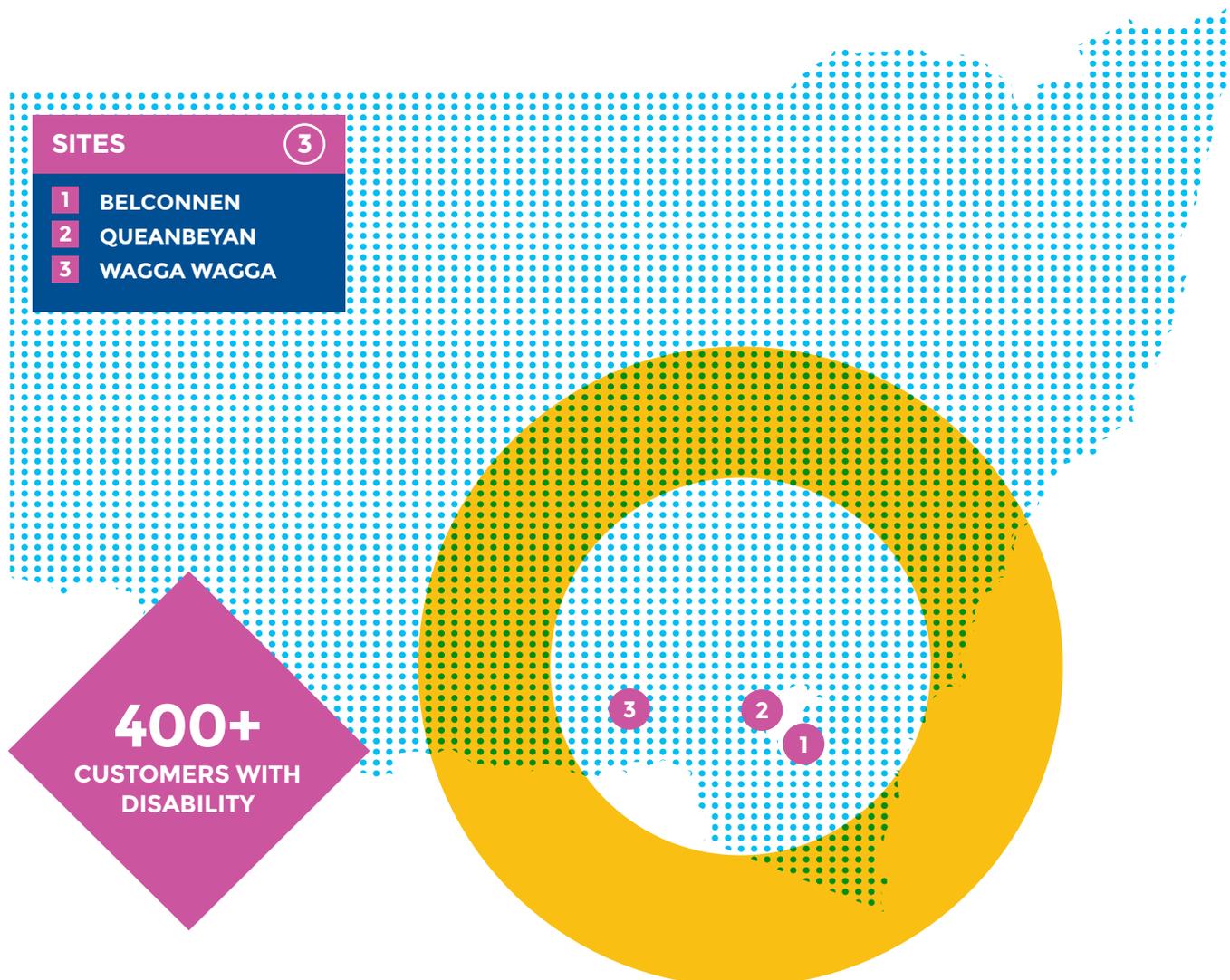
"For Thomas, the potential for growth and development [through the telepractice sessions] is huge."

*Using our telepractice service, our Taree Keyworker, Tracy (left) links Tony (second from left), Georgina (right) and Thomas (front) with therapists like Rania who are based in Sydney and can offer specialist expertise and support.*





# ACT AND SOUTHERN NSW



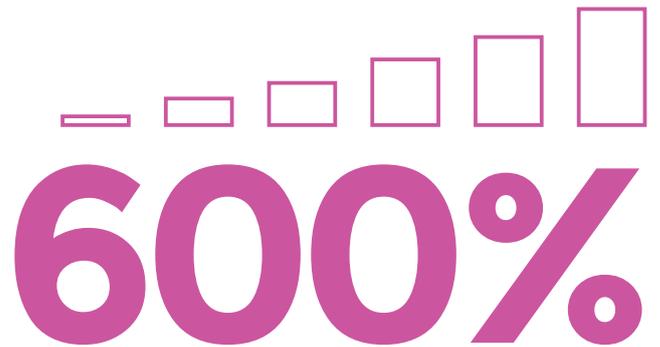
## Teen camp

We supported six teenage girls from Wagga Wagga to attend Northcott's first Sydney City Camp. The girls travelled to Sydney with two support workers and over three days visited sites around Sydney with other young Northcott customers. The trip gave the girls the chance to meet others their age, build their social skills, participate in new activities and experience some independence from their families.

*"The camp was so fun in Sydney. My favourite part was going on the rollercoaster with staff and my new friends that I met there."* - Chloe, 13

## CASS integration

Wagga Wagga's Community Access Support Service (CASS) was acquired by Northcott on 1 July 2015. The decision to become part of Northcott was unanimously agreed by the Board of CASS in 2014 in response to the new funding and operating environment of the NDIS. The Board of CASS felt the best way to ensure their customers continued to thrive from the services they provided was to become part of another larger organisation. Northcott was chosen as the successful partner because the CASS Board felt our values aligned with theirs. In July, 21 CASS customers and nine staff joined Northcott. In addition to supporting these former CASS customers with a smooth transition to our services, since the acquisition we have seen a steady increase in other new customers choosing Northcott. To support the integration of former CASS staff into our workforce, we also improved training and employment opportunities for staff.



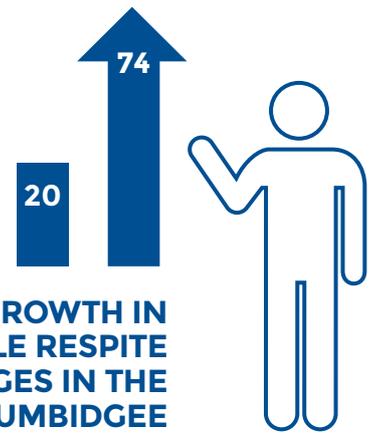
**GROWTH IN OUR QUEANBEYAN LIFE SKILLS AND TRANSITION TO WORK PROGRAMS**

**\$114k**

**GIVEN IN GRANTS FOR 14 PROJECTS ENABLING INCLUSION**



**5 NEW LIFE SKILLS AND TRANSITION TO WORK PARTNERSHIPS IN QUEANBEYAN**



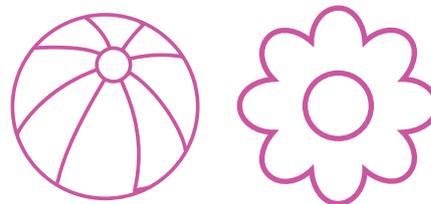
**GROWTH IN FLEXIBLE RESPITE PACKAGES IN THE MURRUMBIDGEE**



**5 ACCOMMODATION CUSTOMERS SUPPORTED TO BUILD INDEPENDENCE**



**PEOPLE ATTENDED WALK WITH ME WAGGA WAGGA**

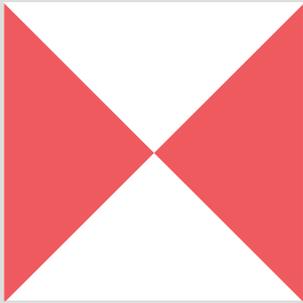


**THANK YOU WAGGA WAGGA FUNDRAISING COMMITTEE FOR RAISING ALMOST \$20,000 FOR US!**



**NEW CUSTOMERS JOIN NORTHCOTT ACT**

We used the money for outdoor furnishings, gardening and sporting equipment.



## ENABLING FIRST JOBS

**John never thought he would find a job, so when the 27-year-old landed work experience and then his first paid job, everyone in his family was over the moon.**

"I'd wanted to find a job since the time I left school. In April this year, I finally got one! Before I got the job, I was bored and sat around a lot even though I wanted to be busy at work," says John.

John has an intellectual disability and has not mastered the skills yet to read and write. With support from Northcott, he discovered his passion and skill for working with wood.

"Siemie from Northcott has given me skills and confidence to introduce myself to people. She put me in touch with the local Men's Shed and I teamed up with a volunteer from Northcott who taught me how to make possum boxes and bird houses."

With his new woodworking skills, Northcott supported John to find work experience at a local timber door and window frame maker.

"It was good to learn how to do new stuff. I made new friends, learnt new skills and felt part of a team. After a few months, the business owner, Tony, had a chat with me and said I'm a good worker. I felt happy and then even better when Tony told me he wanted me to work for him and get paid for it," John says.

John now works Wednesdays and Thursdays in the timber workshop. He's also busy outside of work, training with the local rugby union team, watching NRL and singing in the local choir.

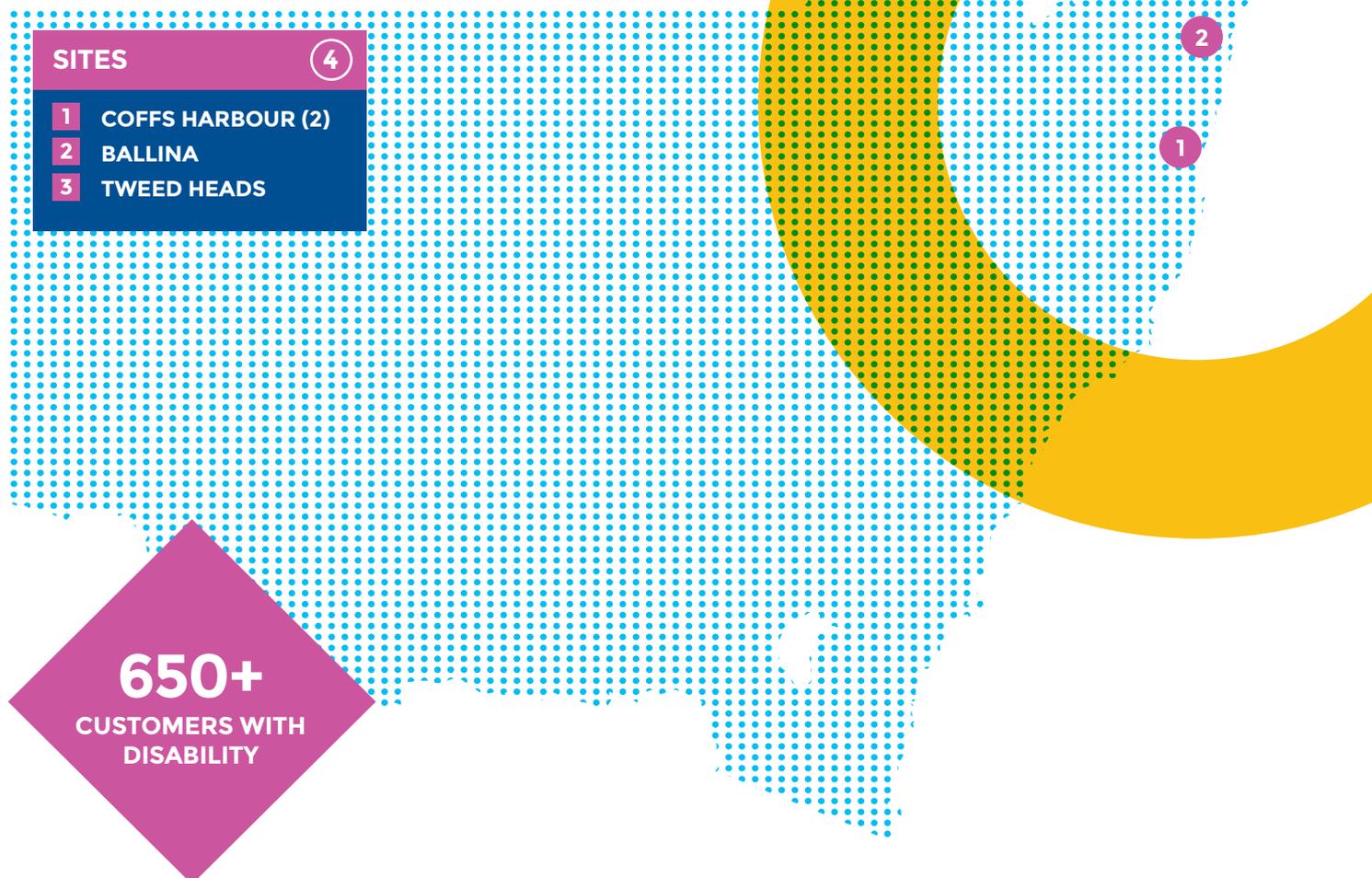
"My family is happy that I have a job. My mum said she was proud and my dad said 'Congratulations!' It has made me happy too because I never thought I would get a job. When I go to work on Wednesdays and Thursdays, these are some of my favourite days of the week. Now I'm saving up for a holiday on a cruise."

*With Northcott's support, John (middle) discovered a passion and skill for working with wood — and has now landed a paying job in the industry.*





# NORTHERN NSW AND NORTH COAST



## Working with Aboriginal communities

Our staff regularly travelled to Grafton to connect with the local Aboriginal community and build new relationships with Elders, families and other service providers in the area. This face-to-face contact is important for strengthening our partnerships and building trust with these customers.

On the Mid North Coast, we continued to work with many different Aboriginal communities to prepare them for the changes the NDIS will bring. Current block funding allows for flexibility to spend time developing relationships with the community, families and the Elders, however in an individualised system these relationships will be more difficult to develop and maintain.

In Kempsey, we strengthened ongoing connections with the Booroongen Djugun and Dunghutti communities through a number of events and activities to support the local community and support their preparation for the NDIS. We have also made a number of contacts with local Elders in the Coffs Harbour area and have been invited to sit on the Coffs Harbour Elders Interagency Committee, a significant step forward in connecting with this part of the community.



### AQUA ABILITY SWIM CLINIC FOR 9 CHILDREN

4



**NEW THERAPISTS:  
TWO OCCUPATIONAL  
THERAPISTS, A SPEECH  
PATHOLOGIST AND A  
PHYSIOTHERAPIST**

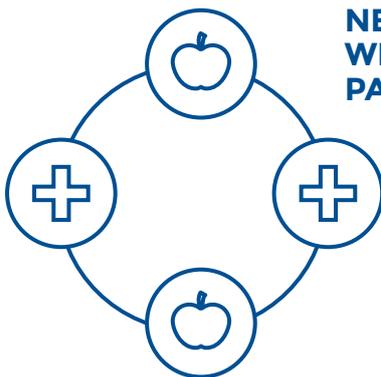


**EFFECTIVE  
RELATIONSHIPS  
WITH ABORIGINAL  
COMMUNITIES**



1

**NEW OFFICE  
IN TWEED  
HEADS**



**NEW NETWORKS  
WITH SCHOOLS AND  
PAEDIATRICIANS**



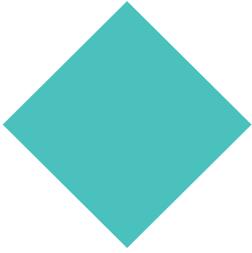
**STRONGER  
PARTNERSHIP  
WITH BALLINA  
COMMUNITY  
HEALTH TO DELIVER  
DISABILITY SUPPORT**

### Early Links Aqua Ability program

Our Early Links staff member and Community Development Officer in Coffs Harbour partnered to develop the Aqua Ability program for young children unable to swim. The program targeted families concerned about how their child would integrate in a mainstream swimming class and how instructors would navigate their child's additional needs. The aim was to teach the children water safety and awareness in a 'disability-friendly' environment.

The program offered 10 half-hour lessons delivered over five weeks to nine children. The skilled swim teacher worked closely with the Early Linker and parents to deliver an incisive, quality program.

Some children experienced sensory issues and others had reduced mobility along with very little or no communication. Together, parents and the instructor worked to support the children to overcome sensory issues in the surrounding environment. At the end of the program, all the children had learnt skills to transition into mainstream swimming lessons.



## SUPPORTING POSITIVE FUTURES

**Samantha used to be very shy and lack self-confidence. While she had lots of ideas about what she wanted to achieve, she felt uncertain about her future until she found Northcott.**

Support from Northcott gave Samantha the confidence to study at TAFE, undertake work experience and start applying for jobs.

“I was very shy when I first started with Northcott. Although I had lots of different ideas of what I wanted to do, and I’ve always liked to go out and make decisions for myself, I often needed encouragement to do things,” says Samantha, who has spinal muscular atrophy.

Northcott offered one-on-one support tailored to Samantha’s goals and gave her the self-belief she needed to boost her confidence, realise the opportunities available and empower her to make them a reality.

“Northcott has given me confidence to try new things like applying for jobs and becoming a better advocate for myself.”

With new-found assurance, Samantha started her own online business as a consultant for Jamberry Nails and in 2016, started working as a receptionist for a healthcare equipment provider. This is her first paid job. Landing this role unleashed greater self-belief in Samantha.

Samantha has also discovered a new love of independent travel. With a support worker, she recently visited Noosa in Queensland to relax and have fun.

“I enjoyed being able to give my mother and sister a break. It was great to know that I could go away without mum. Now I’m planning another short holiday without immediate family support and my goal is to travel to three different places by June next year.

“I’m also working on becoming more independent in my job. I’m happy that Northcott has enabled me to become more confident in getting what I need and want.”

*Tailored individual support from Northcott gave Samantha (middle) the confidence to try new things including finding a job and making work friends.*





# OUR BOARD

## 1 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 Guided Knowledge Pty Ltd and a Director of Northcott Innovation Ltd. He is also an Advisory Board Member of Anytime Fitness Group and The Collective Wellness Group. Michael has been Chairman of Northcott since 2009.

- Finance and Properties Committee
- Nomination Committee
- Remuneration Committee

## 2 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

## 3 KIRSTEN ARMSTRONG

**M.Ec M.PH FIAA**

**Director since 2013**

Kirsten is the Director of Knowledge & Innovation and Acting Director of Programs for the Fred Hollows Foundation. She is a Director of Three Rivers Consulting, a Fellow of the Institute of Actuaries of Australia and a Member of the Australian Council for International Development's Development Practice Committee. She is also a former Partner of PricewaterhouseCoopers.

- Finance and Properties Committee

## 4 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

## 5 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

## 6 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

## 7 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).

## 8 ANDREW MANSOUR

**B Ec LLB (Hons)**

**Director since 2010**

Andrew is a Partner at commercial law firm, Allens, and is head of the firm's Power & Utilities Sector.

## 9 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.

## 10 DR ROB SILBERSTEIN

**MB 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 been a customer of Northcott since his early childhood.

**11 KERRY STUBBS**

**BA (Hons), MA (Hons),  
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 Western Sydney University 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

**12 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

## 1 KERRY STUBBS

### Chief Executive Officer

Kerry was appointed CEO of Northcott in 2008. She was previously the Executive Director of St Vincent's Hospital and Sacred Heart Hospice. Kerry sits on the board of several organisations, including the SpineCare Foundation Ltd, the CRC for Water Sensitive Cities, Northcott Innovation Ltd and AsOne Therapy Ltd.

She 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 of 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.

## 2 LEE CARPENTER

### Director of Operations

Lee joined Northcott in 2008. As Director of Operations, Lee is responsible for the delivery of services to Northcott's customers. In addition, Lee oversees the following support functions to ensure their effectiveness for the business - customer engagement, business support, business analysis and infrastructure. Lee has a background in finance and previous experience in the health sector, including roles in leading hospitals in Australia and the UK.

## 3 TRACEY GLEESON

### General Manager, Operations Support and Specialist Services

Tracey has more than 20 years of experience in the disability sector and joined Northcott in 2010. She is responsible for Northcott's Specialist Services, including Therapy, Behaviour Support and Accommodation, and for setting practice standards and monitoring quality and safety across the organisation.

## 4 DAVID LONG

### General Manager, People and Culture

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 needs. David joined Northcott in 2012 and has more than 25 years' experience in human resources management. He has worked across various industries in the public and private sectors for organisations including the Roads & Traffic Authority, the TAB and St Vincents & Mater Health Sydney.

## 5 LIZ FORSYTH

### General Manager, Customer Experience

Liz came to Northcott in 2008 with a social work background. In recent years she has been instrumental in preparing the organisation for the introduction of the National Disability Insurance Scheme (NDIS). As head of the Customer Experience Group, Liz is now responsible for Northcott's NDIS transition and readiness, customer engagement, research and insights, and sales strategy and marketing, including branding, product design and communications.

## 6 RUTH CALLAGHAN

### General Manager, Stakeholder Relations

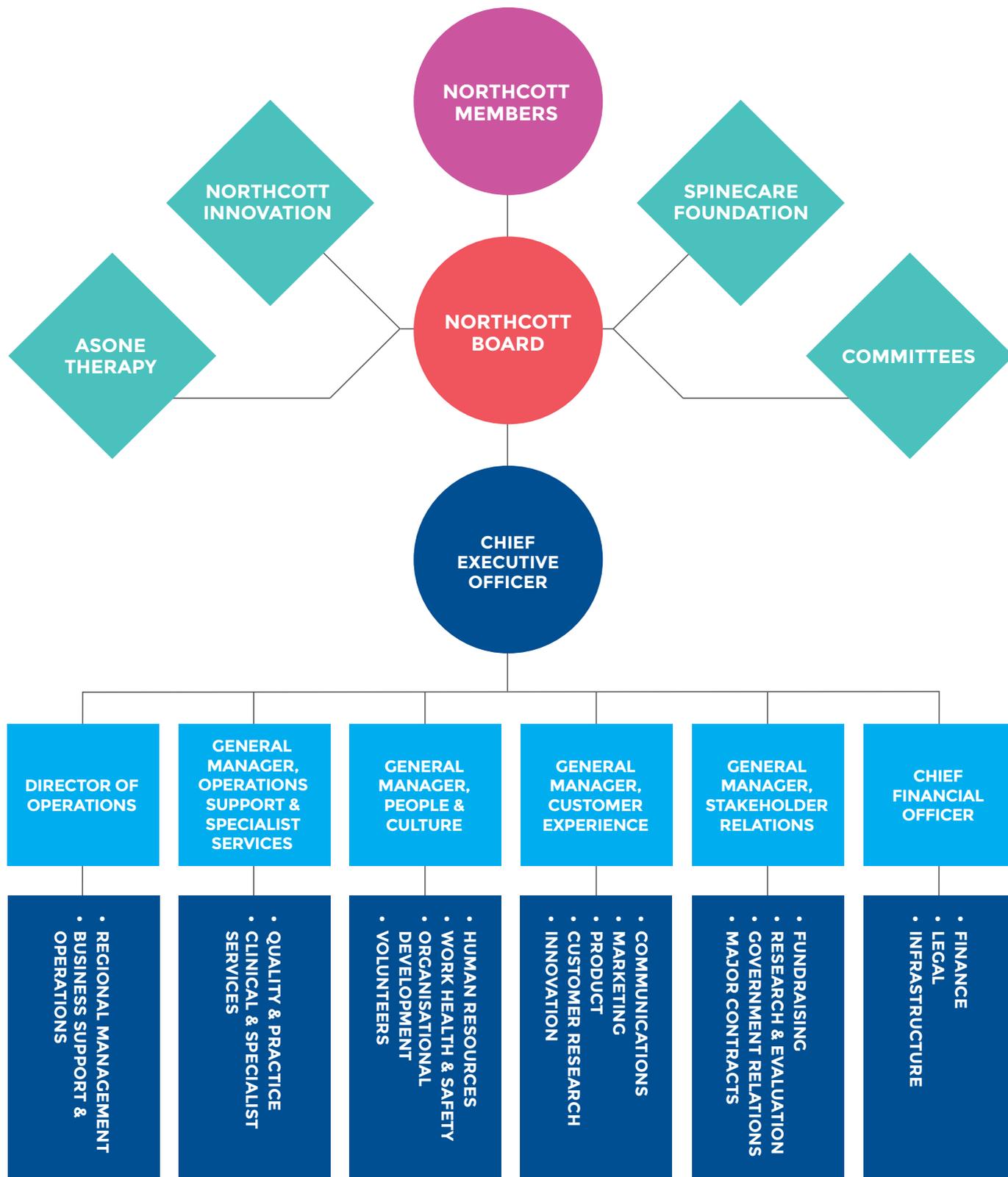
Ruth joined Northcott in 2015 with substantial experience over the last 10 years as a CEO and senior executive in the government and non-government sectors. As General Manager Stakeholder Relations, Ruth is responsible for government relations and tendering, research and evaluation, fundraising and contracts and projects that are not funded under the National Disability Insurance Scheme.

She holds a BA (Hons) from the University of Sydney and a MA (Policy Studies) from the University of NSW. Prior to joining Northcott, Ruth developed and led major change and strategic policy, funding and service delivery initiatives in disability services, early childhood regulation and funding.

*NB: At the time of publication, the position of Chief Financial Officer was vacant.*



# ORGANISATIONAL STRUCTURE



# OUR TEAM



**WE GREATLY VALUE THE COMMITMENT OUR STAFF MAKE TO SUPPORT PEOPLE WITH DISABILITY ACHIEVE THEIR GOALS AND BECOME THE BEST THEY CAN BE.**

## Our team profile

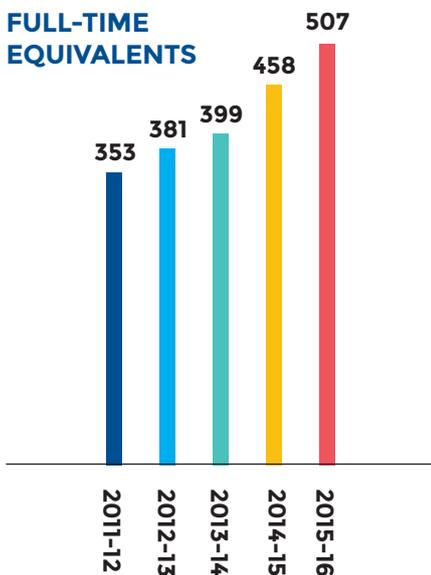
In 2015–16, our staff numbers grew to 976 (507 full-time equivalent) as we began to gear up for the full roll-out of the National Disability Insurance Scheme (NDIS). This is an increase of 20% from the previous year, with more than 75% of staff now working in customer service roles providing direct support for customers.

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*.

## Organisation Development Plan

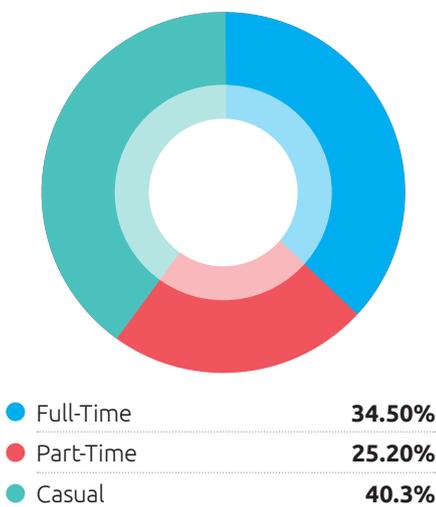
The continued growth and complexity of Northcott and the impetus provided by the NDIS has triggered many improvements and changes across all parts of the organisation. To help manage the changes, and drive improved effectiveness and efficiencies, we developed an Organisation Development Plan.

## FULL-TIME EQUIVALENTS

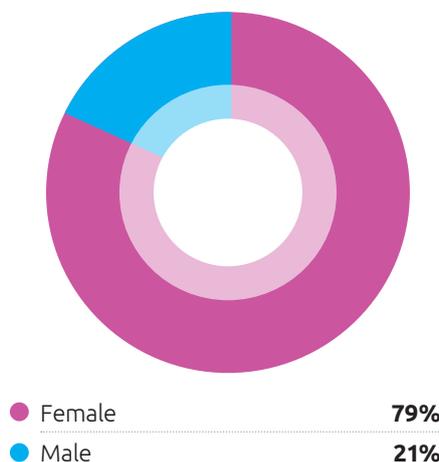


The staff attrition rate for the year was 19.5%, which is a slight decrease on the previous year (20.2%), and below the industry benchmark of 21.7%. To attract and retain staff, we promote flexible working arrangements, offer staff benefits and encourage our people to take annual leave entitlements for their health and wellbeing. This year, we have developed a number of learning and development programs to support and nurture our staff to remain with us.

## EMPLOYMENT STATUS



## GENDER COMPOSITION



### Board Members



### Executives



### Senior Managers



This plan has an emphasis on developing and implementing programs and activities that will contribute to improving the capabilities of our staff.

One action from the plan was the implementation of a Change Management Team. This group was introduced in early 2016 in response to feedback from staff about how well they were coping with the level of change across the organisation. Initiatives developed to help staff better manage change have included access to informative webinars, posters and interviews on the staff intranet; access to training programs to help staff understand the nature of change and how that impacts on their own jobs; targeted training opportunities to upskill staff with new capabilities, and the development of a standard implementation framework for all new processes, programs or changes.

### Creating our culture

While we scored favourably in our most recent Staff Engagement Survey conducted in 2014, recommendations from the survey highlighted a number of areas where improvements could be made. This year we continued to implement a range of actions and initiatives to address areas such as communication, new staff induction, career progression and succession planning, which were identified as areas for improvement. Initiatives included a fortnightly staff newsletter to improve internal communications and collaboration, development of an Emerging Leaders Program to be delivered by the University of New England, a formal mentoring program for senior managers and a project to review and improve the induction and orientation procedures for new staff. Significant work and negotiations with unions were also completed for the new Northcott Enterprise Agreement, which was approved by the Northcott Board.

### Inclusive Workplace Strategy

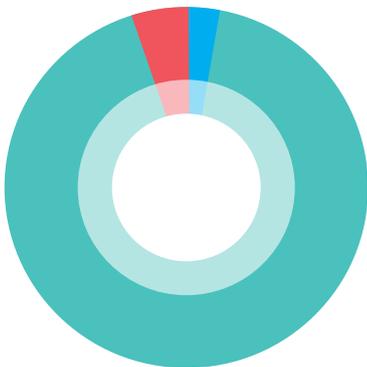
Our first Inclusive Workplace Strategy was endorsed and launched in March 2016. This strategy focusses on giving people with disability opportunities to realise their potential through access to employment within our organisation. It is an ongoing strategy, which will be reviewed every 12 months.

The three key features of the strategy are to:

- Increase the participation rates in our workforce of people with disability;
- Grow and promote our accessible and inclusive employment practices; and
- Ensure the systems and technologies we use provide appropriate support for staff with disability.

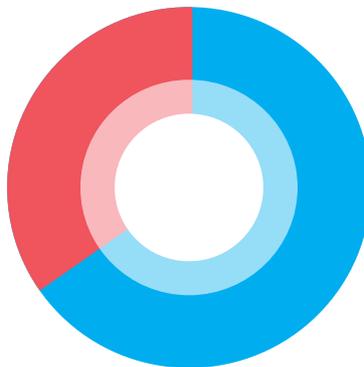
In June 2016, a working party was established with responsibility for achieving the objectives outlined in the strategy.

### JOB ROLES



Customer support roles	78%
Corporate service roles	15%
Therapy roles	7%

### LOCATION



Metropolitan	68%
Regional	32%

**355**  
TRAINING  
SESSIONS  
SUPPORTED  
FOR 2,637  
ATTENDEES

### Learning and Development

During 2015–16, we provided a wide range of learning and development opportunities across Northcott including training courses, workshops and conferences. Topics included Manual Handling, Medication, Child Protection, Positive Behaviour Support, Traffic Jam in my Brain, Art and Play Therapy, and Child Trauma.

We also supported staff to undertake formal qualifications from Certificate IV to Masters level across many different subject areas. Focus areas included Community Services Work, Training and Assessment, Project Management, Leadership and Management, Community Management, Business Administration, Disability, Social Work, Psychology, Public Health, Social Science Welfare, Advanced Taxation, Counselling, Health Science and Indigenous Studies.

### Aboriginal & Torres Strait Islander Programs

Our vision for Reconciliation is to build an inclusive society where people can live a life they choose. We strive to work in a way that enables Aboriginal and Torres Strait Islander peoples to achieve their goals and aspirations. We recognise the challenges faced by those in the community with disability and are committed to empowering people to overcome these challenges and to remain connected to their communities and the broader society. We aim to achieve this through working in partnership with Aboriginal and Torres Strait Islander communities in a respectful, committed and professional manner.

Our Stretch Reconciliation Action Plan (Stretch RAP) was endorsed by Reconciliation Australia, and launched during National Reconciliation Week in May. It outlines an action plan for our respectful and culturally appropriate engagement with Aboriginal and Torres Strait Islander communities.



Northcott Aboriginal Family Resource Worker, Tamika (left) at the Yabun Festival celebrating Aboriginal culture.

# WORK HEALTH AND SAFETY

## Performance

Underpinned by a model of continuous improvement, our Work Health and Safety Management System had us well placed to meet the challenges brought about by a growing workforce. In 2015–16, we worked more hours to deliver more services, to a greater number of customers.

Our performance across key health and safety indicators showed that while the Lost Time Injury Frequency Rate increased (from 8.7 to 9.3), we experienced a reduction in the severity rate, from four days to three days. This means we had slightly more injuries, but the average time lost as a result of those injuries reduced.

Our commitment to early intervention following a workplace injury, in addition to the identification of appropriate suitable duties, continued to support injured workers to rehabilitate on-the-job. Yet, with such significant growth in our staff numbers, it is vital our approach to identifying and managing risk remains adaptive and develops with the demands of the business.

We continued to foster a culture of thought sharing on health and safety matters through regional and metropolitan work health and safety committees where customer representatives were also involved.

## Monitoring environmental risks

Hazard identification and risk control remain foundations upon which our approach to work health and safety is based. Given the diverse nature of risk within the disability sector, we have a range of risk assessment tools, enabling a customised approach to the assessment of risk.

Among the suite of tools is the Workplace Assessment (WPA), which assesses the environmental risks of facilities out of which our services operate. As has been the case in previous years, in 2015–16, Northcott again achieved 100% compliance across each of its owned and leased premises.

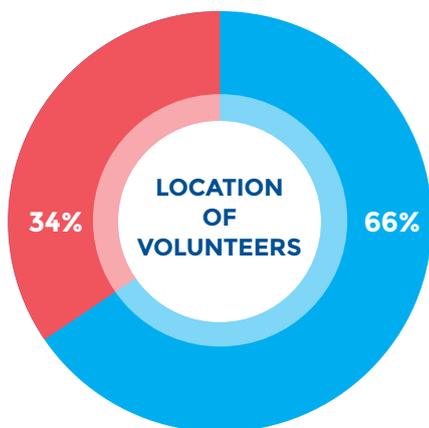
## Communicating with staff

During the year, we reviewed the way we communicate with staff about health and safety. With an increasingly diverse workforce, it is important that the safety message be easily understood by staff with varying literacy levels, as well as by those for whom English is a second language. Accordingly, we developed informative, yet easy to follow signage to reinforce key processes, such as incident and maintenance reporting.

## In the coming year

As the NDIS roll-out continues and more of our offices transition to the new way of operating, the risks associated with our activities will continue to change and evolve. We are committed to maintaining our strong track record of health and safety performance during this period of intense change.

# VOLUNTEERS



● Sydney Metro ● Regional

Our engagement with volunteers is steadily increasing. We greatly value the contributions this part of our workforce make to enable children and adults to achieve their goals and reach their potential.

This year, our volunteer program was reviewed to maximise efficiency, enable greater consistency, improve engagement with volunteers, broaden capability of our volunteer potential and further enhance our services to meet customers' needs. The program was also assessed against the best practice 2015 National Standards for Volunteer Involvement and minor changes are being made to refine it.

Some Northcott sites, such as Queanbeyan, Chatswood and Seven Hills, involved volunteers in their programs for the first time. We also improved our engagement with corporate volunteers, with many now volunteering

annually and some providing voluntary support to Northcott in their area of specialisation.

The diverse range of activities available to our volunteers continued to grow. This year volunteers began working with Northcott Innovation to develop a new smartphone app; skilled volunteers were recruited as mentors for our new Mentoring Program; and other volunteers provided specialist support to our corporate services.

Volunteers were also highly involved in supporting our customers to discover their talents and interests and engage in activities or passions. This included activities such as woodwork, art, music and learning support. We greatly appreciated the support we received from volunteers who donated their time to assist with administrative tasks in our offices, coordinating our recreation carnivals and other events, and participating in our group programs where volunteers play a vital role in supporting customers to achieve their goals.



Students from Loreto Normanhurst received an award from our Chairman, Michael Briggs for their volunteering efforts with our Saturday and school holiday children's recreation service.

## Recognising volunteers

This year we acknowledged volunteers by presenting recognition awards at our Annual General Meeting in November.

The individual Volunteer of the Year Award went to Scott Burgess from our Oak Flats office. When his young son received a disability diagnosis, Scott saw a need to better support dads as they faced the possibility of having a child with disability. He formed the Dads' Group in Illawarra and initiated regular contact with dads from Northcott's Early Start program to provide support and organise events to assist them and their families through the early stages of disability diagnosis.

The group Volunteers of the Year Award was given to Loreto Normanhurst, who without fail, have supplied weekly Year 10 and Year 11 student volunteers for our Saturday Children's Recreation service and Recreation School Holiday programs. These students are seen by our customers not only as volunteers but as role models, peers, playmates and someone with whom our young customers are able to engage.

## Thank you

We acknowledge and recognise all of our volunteers, many who volunteer on a regular basis, for their dedication and loyalty to Northcott and its customers. We are extremely thankful to every individual for their donation of time, energy and resources. Volunteers add value to many of Northcott's customer-related and corporate services and staff and customers enjoy having them volunteer with us.

A special thanks also to our corporate volunteers Bayer, AE Smith, Acquire Talent, QBE, ANZ, St George/Westpac, HLS

Healthcare, Deloitte, Campaign Monitor, Talent2 Recruitment, AON and Dulux for providing volunteers to assist at various events this year. Thanks also go to the Hills Grammar School, Our Lady of Mercy College Parramatta, The Kings School and Loreto Normanhurst for providing dedicated, hardworking student volunteers throughout the year. Without this commitment to our organisation, we would not be able to deliver many of the programs and services that support children and adults with disability to reach their full potential.

**"WE ACKNOWLEDGE AND RECOGNISE ALL OF OUR VOLUNTEERS, MANY WHO VOLUNTEER ON A REGULAR BASIS, FOR THEIR DEDICATION AND LOYALTY TO NORTHCOTT AND ITS CUSTOMERS."**

**6,348**  
HOURS  
DONATED

**\$267k**  
WORTH  
OF VALUE

# BUSINESS IMPROVEMENTS

## WITH THE SHIFT FROM BLOCK FUNDING TO INDIVIDUALISED FUNDING, WE HAVE HAD TO RE-ENGINEER THE WAY WE ATTRACT AND ENGAGE WITH CUSTOMERS.

We completed an intensive business process redesign project to understand a customer's experience with Northcott and align our processes and systems to support the new environment of the National Disability Insurance Scheme (NDIS). This included a review of current processes, redesigning the 'customer journey' and developing training and internal instruction manuals to support our new approach.

We also reviewed all of our service offerings to understand customer need, how we meet those needs and our points of difference. Our People and Culture Team worked with frontline managers to develop 'Training and Communication Plans' so a consistent approach to customer service and service delivery could be implemented across the organisation.

We established a project office which is overseen directly by the CEO for the purpose of managing NDIS transition activities, and to prepare for any NSW Government transfer opportunities that may arise.

### In the coming year

We will focus on optimising, streamlining and improving our business processes with the aim of ensuring employees spend maximum time directly supporting customers and minimum time on administration, co-ordination and back-of-house activities. We will also ensure we better leverage our existing systems and map our future systems' requirements to deliver a consistently high level of customer service. This will help to ensure we are the first choice for customers looking for support to achieve their goals and be the best they can be.

**“WE WILL FOCUS ON OPTIMISING, STREAMLINING AND IMPROVING OUR BUSINESS PROCESSES WITH THE AIM OF ENSURING EMPLOYEES SPEND MAXIMUM TIME DIRECTLY SUPPORTING CUSTOMERS AND MINIMUM TIME ON ADMINISTRATION, CO-ORDINATION AND BACK-OF-HOUSE ACTIVITIES.”**

# QUALITY AND PRACTICE

We have a strong commitment to inclusive practices and the protection of children and vulnerable people. Our Quality and Practice team work with managers to make sure there is a standard, best practice approach to the implementation and delivery of services and quality outcomes for customers.

A significant project this financial year was the development and implementation of a New Policy and Procedure Framework aligned with the Disability Service Standards. This new framework represents best practice and will help support compliance with the Standards in everything we do.

We have developed picture versions of the six Northcott Disability Service Standards Policies, and begun updating all our Policies and Procedures into Plain English to make them easier for customers to understand.

An independent, external review of our Child and Adult Abuse and Neglect Framework, policies and procedures, training and incident management processes delivered pleasing results with the consultant reporting we had a “robust framework” in this important area. We implemented some new initiatives recommended from the review to improve our strategies and drive best practice. We created a new role to support our Prevention and Response to Abuse and Neglect Committee and deliver a more professional and coordinated approach to managing child and adult abuse and neglect issues. This role is responsible for responding to child and adult abuse and neglect issues, developing new strategies that promote the safety and wellbeing of Northcott customers and managing all submissions to the Ombudsman, police and court about abuse and neglect of customers.

## Northcott maintains 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 2012
- Disability Inclusion Act 2014
- ACT Disability Services Act 1991

**“OUR QUALITY AND PRACTICE TEAM MAKE SURE THERE IS A STANDARD, BEST PRACTICE APPROACH TO THE IMPLEMENTATION AND DELIVERY OF SERVICES.”**

**365**  
EXISTING AND FUTURE CUSTOMERS ATTENDED ‘GETTING NDIS READY’ AND ‘NDIS FIRST STEP’ WORKSHOPS

**NEW POLICY AND PROCEDURE FRAMEWORK**

**UPDATED CHILD PROTECTION AND ADULT ABUSE AND NEGLECT POLICIES AND PROCEDURES**

**420**  
TEAM MEMBERS ATTENDED ‘GETTING NDIS READY’ WORKSHOPS

# RESEARCH AND EVALUATION

**IN 2015-16, NORTHCOTT WAS AN ACTIVE LEAD RESEARCHER AND PARTNER IN FIVE RESEARCH AND EVALUATION PROJECTS, INCLUDING ONE AUSTRALIAN RESEARCH COUNCIL (ARC) LINKAGE GRANT.**

1

## **Relationships and Recognition Research Project**

We are the industry partner for this ARC Linkage Grant research project exploring the relationships between young people with a cognitive disability and their paid support workers. The project provides young people who have cognitive disability with the opportunity to have a say about the relationship they have with their support worker and what it means to them.

Our partners in this project are the Centre for Children and Young People at Southern Cross University Lismore, the University of New South Wales Social Policy Research Centre, Dundee University, and National Disability Services. Two community researchers, who are also young people with cognitive disability, are employed at Northcott and Southern Cross University to assist and share their knowledge with the research team.

2

## **Access and inclusion of children 0-8 and their families in Moree, NSW**

This Moree-based research study was commissioned by the NSW Department of Family and Community Services, Ageing, Disability and Home Care (ADHC) and Northcott. It was conducted in consultation with the University of New England.

Through a literature review and interviews, the study is investigating issues around access and inclusion of children aged 0-8 years, and their families in Moree. Interviews have been conducted with parents/guardians of children aged 0-8 years, school principals, service providers and community leaders including Aboriginal community Elders and the Moree Plains Shire Council Mayor.



3

### **Transdisciplinary Service Evaluation Project**

This is an internal evaluation of our Transdisciplinary Early Childhood Intervention service using validated outcome measures to assess changes in child behaviour and parental confidence. This service provides a mix of therapies to children and their families via a keyworker, who is supported by a panel of professional therapists. Through this project, we are evaluating the:

- Impact on individual child outcomes, parent effectiveness, family well-being and inclusion
- Benefits of the model to family in comparison to other models of service delivery
- Efficiency of the model in delivering outcomes

Outcomes from the evaluation will be used to refine and improve this important Northcott service.



4

### **Younger People in Residential Aged Care Project Evaluation Project**

We are evaluating our three accommodation services that have been funded under the Government's Younger People in Residential Aged Care Project (YPIRAC) to explore impacts and outcomes for residents. We are collecting the views of residents who have transitioned from aged care facilities to residential homes, and their family or friends and staff.

The project is looking at aspects including quality of life, social participation and inclusion of current residents, the impact of moving from residential aged care into accommodation with young people and the development of guidelines, procedures and protocols to support the transition of residents.



5

### **Partnerships in Inclusive Learning Project (PILP) Evaluation Project**

Through ongoing surveys and interviews with school principals, teachers and parents, we are evaluating our Partnerships in Inclusive Learning Project (PILP), funded by the NSW Department of Family and Community Services, Ageing, Disability and Home Care (ADHC). This project seeks to build the capacity of teachers to include students with varying needs in mainstream classroom settings, through sharing strategies drawn from speech pathology and occupational therapy.

Northcott developed the model to work in partnership with school communities in the Hunter and Central Coast regions of NSW. It has included targeted classroom discussions with teachers and focussed Professional Development Workshops for all staff and parents. Findings from the evaluation will be used to inform and improve program content and ongoing project effectiveness.

# GOVERNANCE

## Role of the Board

Northcott is governed by a Board of Directors appointed by our Members (see page 64). 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

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 policy and procedure in the disability and not-for-profit sectors.

## Observership Program

We continued our involvement 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 February 2016, our Board welcomed Nicholas Kennedy from Credit Suisse. In addition to learning and observing our Board, Mr Kennedy 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.



Board Observer: Nicholas Kennedy.

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.

## 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.

## Research Committee

This committee exists to support the development, implementation and evaluation of our research framework. It consists of representatives from academia and business and three Northcott staff. This year, the committee met twice and has 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 provides internal expert staff oversight and ethical review of our research and evaluation projects. It also fosters ethical research and evaluation practices at Northcott that are consistent with the National Health and Medical Research Council (NHMRC) practices and advice.

## Prevention and Response to Abuse and Neglect Committee (PRANC)

This committee aims to oversee our child and adult abuse and neglect framework and meets quarterly to review incident trends and ensure organisational compliance to best practice standards. The recent appointment of a Manager, Prevention and Response to Abuse and Neglect has increased our focus on continuous improvement in this area.

# FUNDRAISING

**WE HAVE A STRONG HISTORY OF RECEIVING SUPPORT FROM THE COMMUNITY TO ENABLE CHILDREN AND ADULTS WITH DISABILITY TO REALISE THEIR POTENTIAL AND ACHIEVE THEIR GOALS.**

## Our fundraising history

Northcott grew out of the community, founded in 1929 by the Rotary Club of Sydney as The NSW Society for Crippled Children. At that time, The Society supported the growing number of children affected by disability as a result of polio and tuberculosis. These children were often excluded from the community. Services such as The Society's Margaret Reid Home and Beverley Park Home gave them schooling, rehabilitation services and a place to go for rest and social activities. In one of our earliest examples of community support, Beverley Park Home was generously donated as a gift to The Society by Mr and Mrs Herbert Yates. As an orthopaedic

hospital and accommodation service for children with physical disability, a school for children with disability, and a service for young adults with high support needs, over the years, this site has supported hundreds of people with disability to develop skills and confidence to live independently in their community and achieve their goals.

As Northcott has expanded, support from communities throughout Australia has continued. In 1969, Australian iconic author, May Gibbs, bequeathed all her papers and copyrights to Northcott (then The NSW Society for Crippled Children) and the Cerebral Palsy Alliance (then The Spastic Centre). To this day, proceeds from the sale of May

Gibbs products support thousands of Australian children and adults with disability and their families. We also have a strong history of receiving ClubGRANTS and other community and corporate funding, as well donations from individuals and gifts from generous people who have chosen to support children and adults with disability through a lasting legacy.

Without support from the Rotary Club of Sydney and community members such as Mr and Mrs Yates, May Gibbs and the thousands of individuals and corporate partners who have donated to our cause, Northcott would not be the leading disability services provider it is today.

<b>SOURCES OF FUNDRAISING</b>	<b>11/12</b> (\$'000)	<b>12/13</b> (\$'000)	<b>13/14</b> (\$'000)	<b>14/15</b> (\$'000)	<b>15/16</b> (\$'000)
<b>Corporate Partnerships</b>	137	524	243	250	286
<b>Trusts &amp; Foundations</b>	391	485	444	477	1,912
<b>Donations &amp; Appeals</b>	1,419	508	979	832	803
<b>Community Fundraising</b>	171	189	160	291	137
<b>Fundraising Merchandise Sales</b>	9	2	0	0	0
<b>Sponsorship</b>	11	26	28	125	51
<b>Event Income</b>	63	138	173	145	193
<b>Royalties (May Gibbs)</b>	82	83	159	82	27
<b>Sundry Income</b>	1	0	0	0	0
<b>Total excluding Bequests</b>	<b>2,285</b>	<b>1,956</b>	<b>2,186</b>	<b>2,202</b>	<b>3,411</b>
<b>Estates &amp; Bequests</b>	1,052	796	341	1,157	561
<b>Total Fundraising Income</b>	<b>3,337</b>	<b>2,752</b>	<b>2,527</b>	<b>3,359</b>	<b>3,972</b>
<b>Fundraising Costs</b>	827	916	901	1,005	1,331
<b>Fundraising cost as a percentage of fundraising income</b>	<b>24.8%</b>	<b>33.3%</b>	<b>35.6%</b>	<b>29.9%</b>	<b>33.5%</b>

## Fundraising in 2015-16

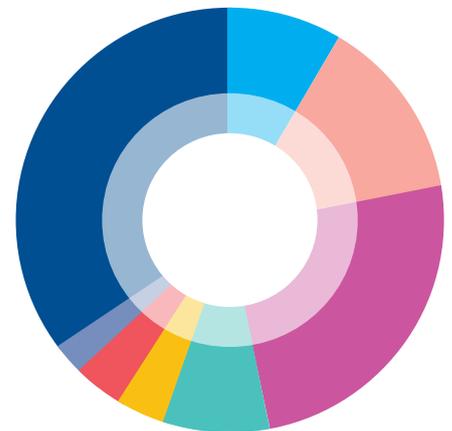
Fundraising continues to be an important source of income used to fund some of our services and supports not funded by government, NDIS-funding or other sources. In 2015–2016, our principal sources for fundraising continued to be activities and partnerships with community organisations, corporates and local councils; grants received from trusts and foundations; and donations and regular giving from generous individuals. In particular, during the year we experienced strong growth in income from community grants, trusts and foundations and regular giving. We were also successful in two Local Government Council grants.

The Cricket Legends Lunch held in partnership with Cricket NSW in February was once again our major annual fundraising event.

It raised much needed funds to enable us to continue to provide opportunities for children and young adults with disability to participate in sport and recreational activities such as modified swimming and athletics carnivals. Without this support, we would not be able to run these events, which, for many participants, are the only sporting carnivals in which they take part.

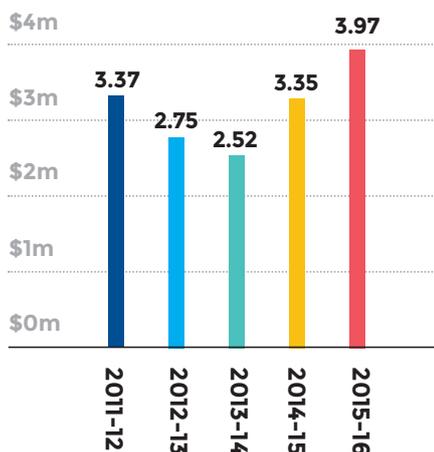
There are many other Northcott programs that would not continue without our fundraising and philanthropic partnerships. Some of the life-changing programs delivered thanks to income from fundraising are profiled on pages 52–53.

## FUNDRAISING REVENUE BREAKDOWN (%)

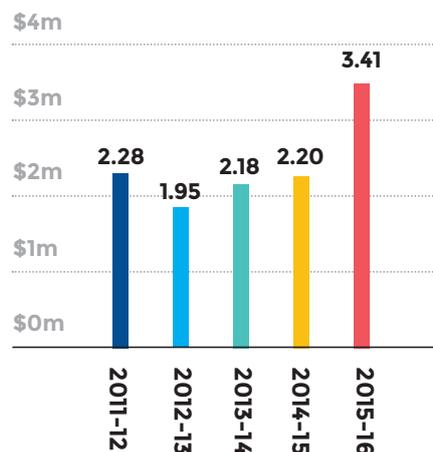


Corporate Partnerships	7.5%
Trusts & Foundations	14.2%
Donations & Appeals	24.8%
Community Fundraising	8.6%
Sponsorship	3.7%
Event Income	4.3%
Royalties (May Gibbs)	2.4%
Estates & Bequests	34.5%

## TOTAL FUNDRAISING REVENUE (\$)



## TOTAL FUNDRAISING REVENUE (EXCLUDING BEQUESTS) (\$)



We featured our young customer James in our 2015 Tax Appeal.

## Our impact from fundraising income

### Recreational activities

Fundraising support allows us to deliver a wide range of recreational experiences for children and young adults with disability. This includes social activities, camps, activity days and sporting carnivals. These activities enable customers to discover and develop new skills and greater social independence, as well as form friendships and informal support groups within their local community, and autonomous of Northcott. Many customers would not be able to access these experiences without the generous support of our fundraising partners.

### Disability assessments and mobility equipment for refugees

With support from Allens Charity Committee, Northcott occupational therapists, in partnership with the NSW Refugee Health Service, assessed the mobility needs of newly arrived refugees with disability. Where possible, we provided the refugees with customised and repurposed equipment from the Northcott Equipment Service loan pool to assist their integration and participation in their new communities. The items, which included manual wheelchairs, walking frames and shower and commode chairs, were donated by our existing customers who have outgrown or no longer need the equipment. Through this cost-effective and sustainable approach, we assisted more than 200 refugees and their families and carers.

### Supported playgroups for Aboriginal families

We worked with Koolyangarra Aboriginal Family Centre, Penrith City Council and Nepean Community Neighbourhood Services to support Aboriginal children with speech and language delays to be ready for school. Children with speech delays are more likely to fall behind their peers within the education system, and it becomes more difficult for them to keep up in the classroom. Early intervention is paramount for these children. Every fortnight a Northcott Speech Therapist visits the local playgroup to support a program of themed and play-based activities to strengthen the children's abilities to succeed during the transition to school. Parents and carers participate in the activities alongside their children, and the learning is extended with fun activities and worksheets carried out at home.

*Our junior and senior athletics carnivals are funded by donations received at the Cricket Legends Lunch.*

*We shared Amanda (left) and her daughter Holly's story in our 2015-16 Summer Appeal.*



### Therapy support for Jarjum College

A generous donation from the Vincent Fairfax Family Foundation funded two Northcott therapists to support students and teachers at Jarjum College in Redfern. Jarjum College was established in 2013 to support Aboriginal and Torres Strait Islander students experiencing difficulties within the mainstream education system. The school works holistically, supporting not only the student, but also the student's family and community to acquire skills to assist with a smooth transition back into mainstream education.

A speech therapist and an occupational therapist from Northcott have been working with Jarjum College since February 2016. Each week, the therapists work to upskill the teachers and provide strategies to improve the students' reading, comprehension and other language skills. The Principal of Jarjum College, Fran McCarthy, said the Northcott therapists have made an enormous difference at the school and that their "calm, steady" approach is positively impacting the students in many ways.

### Cutting edge eye-gaze technology

Support from Hildanna Foundation enabled our Therapy team to purchase state-of-the-art eye-gaze technology to support customers with communication challenges. The equipment is the latest available and will allow people with disability to communicate more effectively. Northcott would not be able to purchase this new equipment without fundraising support.

Funds awarded through ClubGRANTS also enabled Northcott to run popular parent workshops on topics including fussy eating and social skills to help build the capacity of parents to better support development in their child.

Our Therapy team is also grateful for the continued support from the Profields Foundation who partly fund the salary of a speech therapist.

### Thank you

We are grateful to all the donors, fundraising groups, corporate partners, trusts and foundations and clubs whose support enabled us to continue to deliver our services. Without this support, many of our services and programs that do not receive government funding or funding from other sources would not be available for the children and adults we support.



*Northcott therapists are supporting students and teachers at Jarjum College in Redfern using funding from the Vincent Fairfax Family Foundation.*

# NORTHCOTT INNOVATION

**NORTHCOTT INNOVATION IS A WHOLLY OWNED SUBSIDIARY OF NORTHCOTT, WITH ITS OWN BOARD, CONSTITUTION AND OBJECTIVES.**



It was established to bring together design, innovation and technology to support the development of innovative solutions for people with disability that help to promote a more inclusive society and make a positive impact on the lives of children and adults with disability. In 2015–16, Northcott Innovation worked with a range of partners on the following core projects.

## Bright Ideas

At the end of 2015 Northcott Innovation implemented its first ever Bright Ideas Campaign within Northcott. This six-week initiative saw Northcott employees submit ideas, innovations and suggestions in response to three questions. The questions covered topics such as 'what can Northcott do to better support its customers' and 'what can Northcott do to better support its employees'. Northcott Innovation then provided ongoing support to Northcott's teams to explore and analyse the ideas and implement more than 100 suggestions.

## Guide Dots

Northcott Innovation collaborated with UDKU, a Sydney-based innovation company, to create Guide Dots, an audio app for people with vision impairment. Guide Dots provides accurate turn-by-turn navigation, giving the user voice instructions that guide them to where they need to go while alerting them to important landmarks as they pass them. Guide Dots also integrates with the user's favourite social media sources to let them know when friends are nearby.

## Sexuality

Northcott Innovation continued its work in supporting Northcott's Relationships and Sexuality Services. As a part of this commitment, and as a direct result of feedback from customers at Feel the Vibe events, Northcott Innovation is establishing formal partnerships with adult industry companies such as Cloudnine Adult Concepts to collaboratively explore ways to modify their current range so products are more accessible to people with disability.

## Housing

Northcott Innovation and Northcott collaborated with the Design Innovation Research Centre to explore alternate housing solutions for young people with disability. This large initiative saw a range of stakeholders from the disability, housing, banking, investment, government and design sectors come together over a four-month period to explore the complex issue of young people in residential aged care. The group used a human-centred design thinking approach. The discussions generated a host of ideas and possible solutions, including the creation of an online matching platform aligning housing needs (such as wheelchair access), wants (such as a big backyard) with current housing stock and support providers. Another idea currently being investigated is the establishment of 'maker labs' within our accommodation services, which use 3D printing and laser cutting technology to enable residents to create tailored solutions or products to overcome issues or challenges around the house.

**760**  
**'BRIGHT IDEAS'**  
**GENERATED**

**100**  
**'BRIGHT IDEAS'**  
**INNOVATIONS**  
**IMPLEMENTED**



*Collaborators from Northcott Innovation and the University of Technology Sydney, who are working on Northcott Innovation's Step Climber project. Photo: Karl Schwerdtfeger*

## Collaborations

Northcott Innovation has continued its collaborative work with the University of Technology Sydney on a range of initiatives including the Step Climber, and the Assistive Technology Innovation Hub Research Study for the National Disability Insurance Agency (NDIA). The Northcott Innovation team received overwhelming praise during the NDIA project for their commitment to creating a truly inclusive experience for participants. Participants commented they had never before attended a consultation that was “so inclusive”, and that used so many different formats to deliver information and engage attendees. For example, the consultations used material in English, Braille, Large Print and Easy English, provided Auslan, DeafBlind and tactile interpreters and employed a variety of consultation methodologies tailored to the support needs of individuals.



*Innovation advisor Colin Jowell (middle), Northcott Innovation Clinical Director Samantha Frain (left) and Executive Director Liz Forsyth introduce Guide Dots. Photo: Geoff Jones.*

# FINANCIAL SUMMARY

## Five-year financial summary

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 17% a year, from \$34.8m in the 2012 financial year (FY2012) to \$64.6m in the 2016 financial year (FY2016). Government funding (excluding capital grants) has nearly doubled from \$30.1m in FY2012 to \$57.4m in FY2016, 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 17% a year, from \$33.5m to \$63.4m:

- Expenditure on customer programs is 90% higher in FY2016 at \$46.7m compared to \$24.6m in FY2012, due to the increase in costs associated with the expansion of programs over the last five years.
- Expenditure on corporate support is 107% higher in FY2016 at \$14.9m compared to \$7.2m in FY2012, 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 \$9.5m (31%) since FY2012, 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.

TOP LINE FINANCIAL COMPARISON	15/16 (\$'000)	14/15 (\$'000)	13/14 (\$'000)	12/13 (\$'000)	11/12 (\$'000)
<b>Income &amp; Expenditure</b>					
Operating Revenue	64,622	52,111	41,893	36,450	34,819
Operating Expenditure	(63,451)	(50,459)	(42,374)	(38,043)	(33,572)
Operating Surplus / (Deficit)	1,171	1,653	(482)	(1,592)	1,247
Financial Income / (Loss)	596	1,129	1,715	1,748	847
Capital Grants Income	316	29	427	3,087	1,845
Other Investment Income / (Loss)	(193)	(127)	0	0	0
Net Surplus / (Deficit)	1,890	2,683	1,660	3,243	3,939
<b>Assets &amp; Liabilities</b>					
Total Assets	61,732	56,931	50,989	47,592	44,351
Total Liabilities	21,985	19,115	15,865	14,151	14,127
Total Equity	39,747	37,816	35,124	33,441	30,224
<b>Cash Flows</b>					
Net Cash from Operating Activities	6,068	7,370	4,555	5,369	137
Net Cash from Investing Activities	(8,882)	(7,333)	(2,522)	(1,390)	(2,356)
Cash and Cash equivalents at 30 June	6,126	8,940	8,903	6,870	2,891
<b>Ratios</b>					
Current Assets / Current Liabilities	1.66:1	1.66:1	1.67:1	1.6:1	1.52:1
Total Cost of Services / Total Expenditure	74%	75%	73%	73%	73%

Note: Excludes Revenue from Capital Grant income

## Overall results for FY2016

The result for the Group for FY2016 was a consolidated net surplus of \$1.9m (2015: \$2.7m). The FY2016 operating results generated a positive return of \$1.5m, which included \$0.6m revenue from estates and bequests, in addition to investment returns of \$0.6m.

### Operating revenue

The Group experienced continued revenue growth over the last year. Operating revenue increased by \$10.2m (24%) to \$64.9m in FY2016.

**Government funding** increased by \$12.5m (27%) to \$57.4m in FY2016, mainly relating to the expansion of Ageing, Disability and Home Care (ADHC) programs. During FY2016:

- Funding for Employment and Life Skills increased by \$7.8m (66%) to \$19.6m. The overall number of customers increased by 73%, largely due to new vocational skills and individual life skills services in areas of growing demand.
- Funding for Individual and Family Support increased by \$5.2m (60%) to \$13.8m, which included our Support Networks and Community Education programs, Preschool Disability Support Program (PDSP) and our Transdisciplinary Early Childhood Intervention Service.

**Revenue from estates and bequests** fluctuates from year to year. During FY2016, we received \$0.6m, which is \$0.5m lower than last year.

### Revenue from fundraising and donations (excluding bequests)

was \$3.4m (2015: \$2.6m) which included \$0.1m of pro bono services and in kind gifts from our partner organisation, Good360 (FY2015: \$0.2m, which includes gifts from other organisations).

### Operating expenditure

With the increase in funded activity, expenditure also increased by \$13.0m (25%) to \$63.4m in FY2016.

### Customer program expenses

increased by \$8.9m (23%) to \$46.7m in FY2016 due to the increase in costs associated with the expansion of programs during the year.

### Corporate support expenses

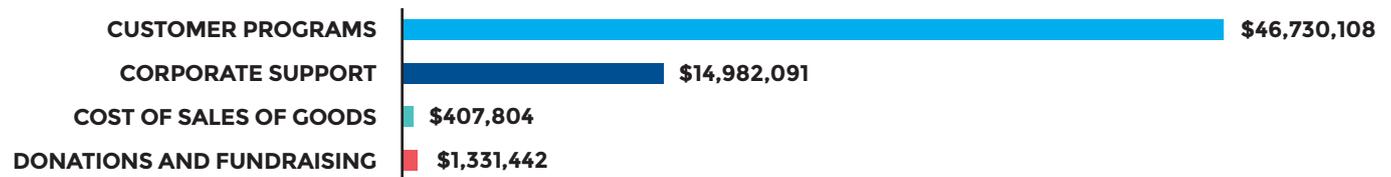
increased by \$4.0m (36%) to \$14.9m. The Group has continued to heavily invest in refining and streamlining business processes, systems and service models to be ready for the expansion of NDIS activity.

## SOURCES OF INCOME



\*includes capital grants

## USES OF INCOME



This included IT investments, additional marketing and new positions to coordinate the implementation of the NDIS.

### Other revenue

- Financial income generated a positive return of \$0.6m, \$0.5m (45%) lower than last year's results.

### Assets and liabilities

Total assets increased by \$4.8m (8%) over the financial year to \$61.7m, which is mostly reflected in current assets:

- Other financial assets** increased by \$7.2m (35%) to \$27.7m in FY2016, primarily due to higher levels of Government funding received in advance with \$11m invested in short term deposits as at 30 June 2016.

- Trade and other receivables** increased by \$0.2m (16%) to \$1.4m in FY2016, which reflects the increased activity and growth of our services.
- Intangible assets** decreased by \$0.2m (4%) to \$5.4m in FY2016, mainly impacted by normal business amortisation.

Total liabilities increased by \$2.8m (15%) to \$21.9m in FY2016, which is mostly reflected in current liabilities:

- Other current liabilities increased by \$2.9m (15%) to \$21.7m due to higher levels of Government funding received in advance.
- Trade and other payables increased by \$1.0m (28%) to \$4.5m, which reflects the increased activity and growth of our services.

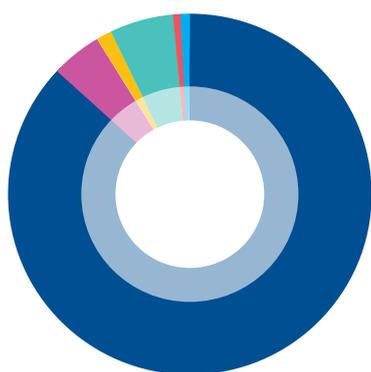
- Total employee benefits increased by \$0.7m (20%) to \$3.8m, which reflects the increase in employee numbers as a result of increased activity and growth of our services.

Total accumulated funds increased by \$1.9m (5%) to \$39.7m. This increase is attributable to the surplus for the year (\$1.9m).

### Cash flows

Our cash and cash equivalents decreased by \$2.8m (31%) to \$6.1m. Cash generated from operations remained constant with the prior year. Distributions received from managed funds and interest received is lower by \$1.2m. Proceeds from the sale of non current assets are also lower compared to the previous year, by \$0.7m.

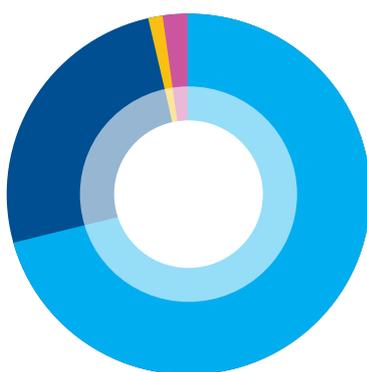
### WHERE THE MONEY COMES FROM 2015-16



Government funding*	88%
Other income	4%
Sales of goods	1%
Donations and fundraising	5%
Estates and bequests	1%
Financial income	1%

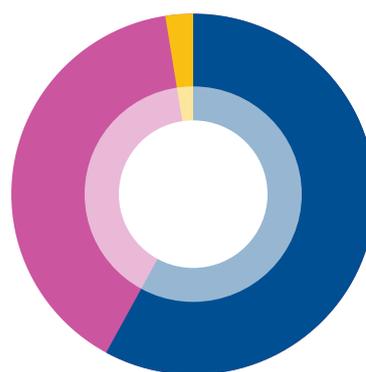
\*includes capital grants

### WHERE THE MONEY GOES 2015-16



Customer services and programs	73%
Corporate support	24%
Fundraising	2%
Cost of sales	1%

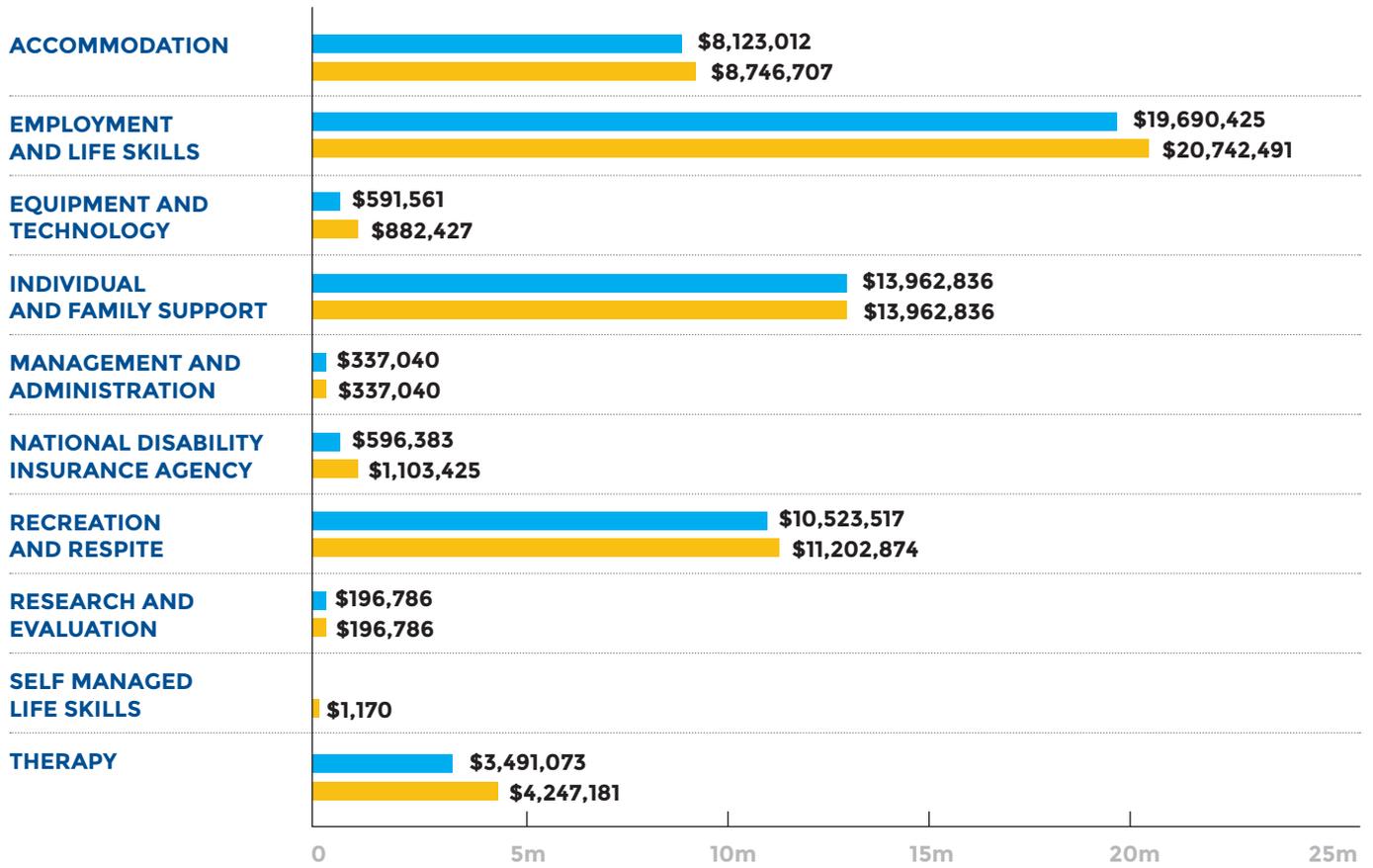
### WHERE THE MONEY IS SPENT 2015-16



Sydney Metropolitan	56%
Regional NSW	43%
Statewide	1%

## COST AND FUNDING OF SERVICES 2015-16

■ Total Recurrent Cost ■ Government Contribution



# 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 Manager.
- Monitoring the Director of Operations' implementation of policy and Board directives.

## Fund Managers

As at 30 June 2016, 49% of Northcott's funds were invested with Russell Investments (2015: 68%), 51% with Morgan Stanley Wealth Management (2015: 0%), and 0% with UBS Wealth Management (2015: 32%).

## 2016 performance

In the 2016 financial year (FY2016) we recognised \$0.5m of financial income (2015: \$0.9m). Note, this amount excludes the \$0.1m (2015: \$0.2m) of financial income belonging to Northcott's controlled entities, which is included in the Group's consolidated results. After excluding interest income, our net return on investments is \$0.4m (2015: \$0.6m), which represents a return on investments of 3.1% for FY2016 (2015: 4.4%). The expected long term return for our investment is the Consumer Price Index (CPI) + 3%. For FY2016, the targeted return was 3.4% (2015: 4.5%).

## 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 FY2016, investment returns were reinvested to help strengthen our net asset position and increase our capacity to provide services. Looking forward, Northcott plans to use disbursements from investments to support Northcott's strategic goal of building a sustainable organisation that is fit for the future. These investment returns will provide Northcott with the flexibility to respond to future opportunities and challenges to ensure Northcott's long term success.

## 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 and Policies link.

The 2016 Northcott Annual General Meeting will be held on 10 November 2016.

## Our financial service providers

### Auditors

#### **KPMG**

Tower Three  
International Towers Sydney  
300 Barangaroo Avenue  
Sydney NSW 2000

### Bankers

#### **CBA**

Level 9, 201 Sussex Street  
Sydney NSW 2000

### Insurance Brokers

#### **InterRISK Australia Pty Ltd**

Level 3, 7 Macquarie Place  
Sydney NSW 2000

### Investment Advisers

#### **Russell Investment Management Ltd**

Level 29, 135 King Street  
Sydney NSW 2000

#### **Morgan Stanley Wealth Management**

Chifley Tower  
2 Chifley Square  
Sydney NSW 2000

### Solicitors

#### **Allens**

Level 28, 126 Phillip Street  
Sydney NSW 2000

#### **Ashurst**

Chifley Tower  
225 George Street  
Sydney NSW 2000



# THANK YOU

**WE APPRECIATE ALL THE FINANCIAL SUPPORT, SPONSORSHIP AND ADVOCACY WE RECEIVE FROM MEMBERS, OTHER 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  
Frank Misson (Cricket Legends Lunch Ambassador)

## **Customer Ambassadors**

Stephanie Clough  
Olivia Princi

## **Bequests**

Sarah Auld  
Ray Leslie Wright Blencowe  
Ella Kate Boyd  
Barry Raymond Bristow  
Cater Charitable Trust  
R Cohen  
Lionel Ernest Frederick Dege  
Ada Margaret K Donogue  
K & G Gluck Trust  
Harry L Howden Charitable Trust  
Anthony Victor Lorenzo  
Eric Joseph Olsen  
Mona Isobel Paul  
Joanna Josephine Rawlin  
Edith Roche  
C M Schonell  
Frederick John Smith  
Henry Swankie

## **ClubGRANTS**

Asquith Rugby League Club  
Auburn RSL Club Co-Op Ltd  
Ballina RSL  
Bankstown District Sports Club Ltd  
Blue Mountains Council  
Brighton-Le-Sands RSL Club  
Castle Hill RSL Group  
Chatswood RSL Club Ltd  
Coffs Ex-Services Club  
Dooleys Lidcombe Catholic Club  
Hawkesbury City Council  
Hornsby RSL Club Ltd  
Illawarra Catholic Club Limited  
Katoomba RSL Club  
Moree & District Services Club Ltd  
North Ryde RSL Community Club  
Ryde-Eastwood Leagues Club Ltd  
Smithfield RSL  
Tamworth Services Club Limited  
Toongabbie Sports & Bowling Club  
West Pennant Hills Sports Club Ltd

## **Community Fundraisers**

Ashmont Social Fishing Club  
Children's Operations  
Desert Duel  
Drive4Life  
Meriden School  
Northcott Beverley Park Accommodation Service  
Northcott Tamworth Office  
Rotary Club of Wagga Wagga  
Tamworth Fundraising Group  
Wagga Wagga Fundraising Group  
Western Sydney University

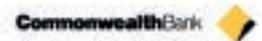
## **Trusts and Foundations**

Allens Charity Committee  
ANZ Staff Foundation  
Baxter Charitable Foundation  
Bruce & Joy Reid Trust  
Cecilia Kilkeary Foundation Ltd  
Dick and Pip Smith Foundation  
Hildanna Foundation  
Liangrove Foundation Pty Ltd  
Maple-Brown Family Charitable Foundation Ltd  
Newman's Own Foundation  
Philandron Foundation  
Profield Foundation  
Rellim Foundation  
The Bluesand Foundation  
The Broinowski Foundation  
The Hawker Foundation  
The James N Kirby Foundation  
The R A Gale Foundation  
The Walter & Eliza Hall Trust  
The William Rubensohn Foundation  
Todd Family Foundation  
Vincent Fairfax Family Foundation

## **Major Donors**

Robert Albert  
Richard Blaiklock  
Michael Briggs  
B Cohen  
R Critchley  
Bill and Alison Hayward  
Pieter Huveneers  
Rocco Mangano  
William Mudford  
Paul Okkerse  
Norm O'Neill  
M Quinliven  
G Ragg  
John and Margaret Sachs  
Joyce Sproat  
P Tang  
Dr M Westbrook AM

## Corporate and Strategic Partners



# MEMBERS

## Honourary Life Governor

President Emeritus  
Richard M Griffin AM  
D W King OAM

## Honourary Life Member

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

## Life Governor

Robert O Albert AO  
Phillip J Cave AM  
Ann Coventry  
RK & MR Critchley  
John B Fairfax AO  
Betsy Forrester  
Bill & Alison W Hayward  
Pieter Huveneers  
W M Loewenthal  
Rocco P Mangano  
Stan May  
B McLachlan  
Charles F Moore  
Graham O'Donnell  
Paul Okkerse  
Les & Judy Rae  
John B Reid AO  
David Ross  
Basil Sellers AM  
Tim Sims  
Dick Smith AO

## Life Member

B Aboud  
Muriel Andrews  
Neil & Diane Balnaves  
C J & Y Barry  
Dame Marie Bashir AD, CVO  
Stewart A Bates  
Anthony R Berg  
W D Blackshaw  
Richard Blaiklock  
Robert & Robin Bradfield  
Peter C Cadwallader  
Susan Campbell  
Chris Carr  
Paul Carr  
Mark & Evelyn Chan  
David C Clarke  
Roger Cowan  
Gretchen E Dechert  
Bruce Downie  
Mary Fairfax AC OBE  
W J Ferguson  
W Flynn AO  
Glenn Gardner AM  
John Gerahty  
Ross E C Grainger  
Colin Gray  
Trevor Gruzin  
Con Harris  
Emmanuel G Harris  
Barry Hoffman  
Helen M Hudson  
MA Jacob  
Christopher H Janssen  
Caroline Jones AO  
Megan Jones  
Robert King  
J Laws OBE  
Kevin Laybutt

Patricia Lee  
Aino M Mackie  
James & Adele Maloney  
Julie Manfredi-Hughes  
Robert & Sandra McCuaig  
Tony & Jill McGrath  
P Moss  
Elson Pow  
Hon Justice Steven Rares  
Sophie Rothery  
Jim Searant  
Gail Singh  
Anny Slater  
Christopher P Sparks  
Andrew W Stevenson  
John Surian  
Hugh Taylor  
Helen Wellings



**Authority**

The Northcott Society, trading as Northcott, is a registered charity and is 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 2016 Annual General Meeting will be held on Thursday 10 November 2016.



**CENTRAL OFFICE**



1 Fennell Street  
North Parramatta NSW 2151



[northcott.com.au](http://northcott.com.au)



1800 818 286

**FOLLOW US**

