



ACHIEVING GOALS

ANNUAL
REPORT 2017-18

THE NORTHCOTT INNOVATION ANNUAL REPORT 2018-2019 IS
AN EXCERPT FROM NORTHCOTT'S 2018-2019 ANNUAL REPORT



SUPPORTING CHILDREN AND ADULTS WITH DISABILITY TO REALISE THEIR POTENTIAL AND ACHIEVE THEIR GOALS

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 are:

- 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 2017–18. They are written for Northcott's 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 2017–18 containing the full financial statements is available at www.northcott.com.au.

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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 achieve their goals and lead fulfilling lives as valued and active members of the community.

OUR HISTORY

Northcott began almost 90 years ago, in 1929, as the NSW Society of Crippled Children. Founded by the Rotary Club of Sydney, the Society's initial work was driven by the polio epidemic and the growing number of children affected by illnesses such as polio and tuberculosis. At that time, Northcott provided services to children who had been isolated or 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 almost 90 years of experience and expertise in the disability service industry.

A registered NDIS provider, we employ more than 2,000 staff and provide empowering, personalised services to over 13,500 people with disability and 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.

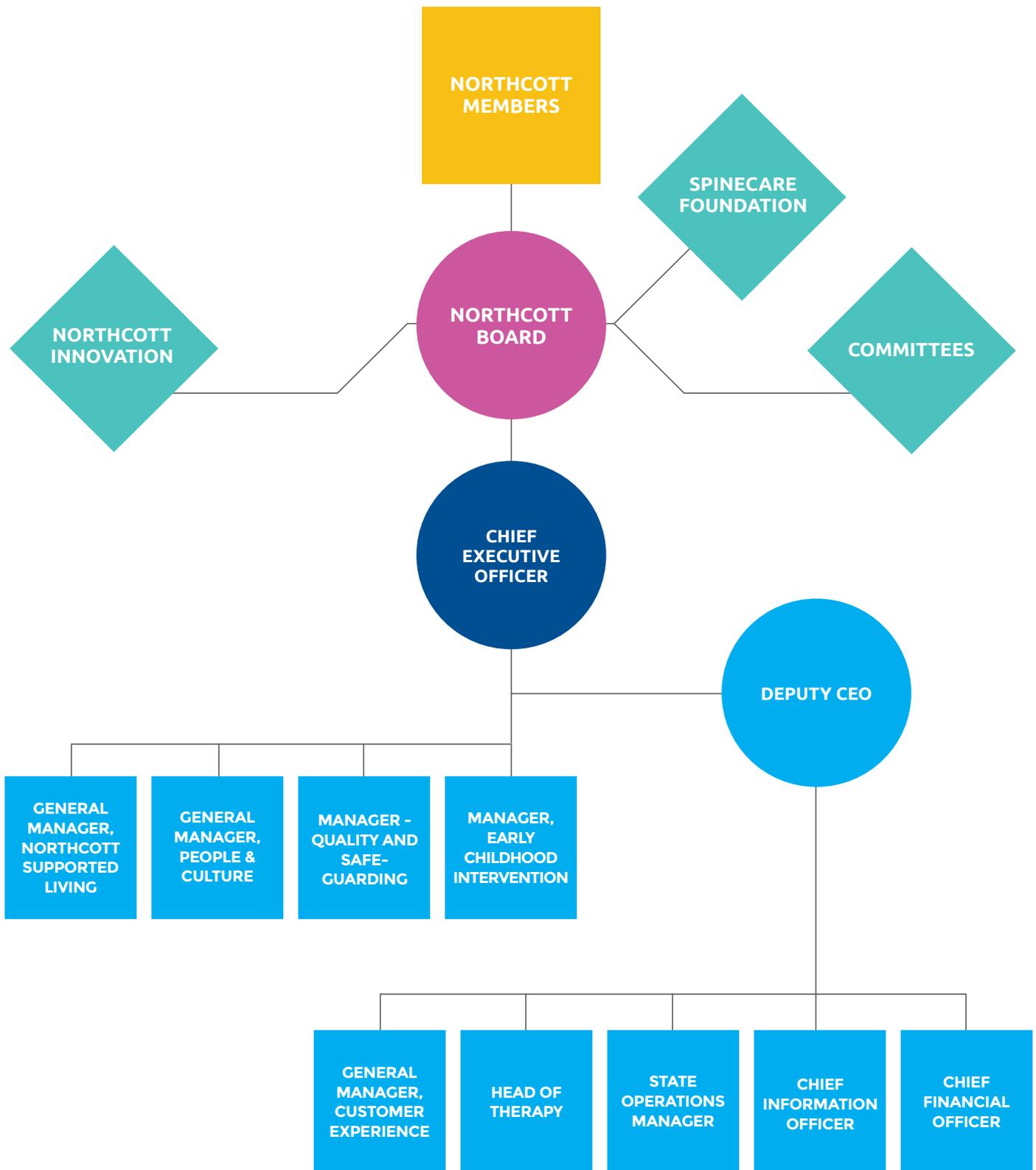
What is our promise to each customer?

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.

ORGANISATIONAL STRUCTURE



GOVERNANCE

Role of the Board

Northcott is governed by a Board of Directors appointed by our Members (see page 90). 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, stakeholders and staff at the Annual General Meeting, where the Chairman delivers a report. The Board holds an annual planning day, usually in October, in a different region each year. This offers the opportunity for our Directors to engage with regional staff and customers.

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 (AICD). 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.

member of

abilityfirst
AUSTRALIA



Observership Program

We continued to participate in the AICD Observership Program, which places talented young professionals aged 25-40 years on not-for-profit boards for a period of 12 months as observers. The program is designed to improve next generation involvement and succession planning of boards.

Kate Zaia, Executive Manager, Group Lending Services at Commonwealth Bank of Australia (pictured below) joined our Board in February 2018 as part of the program.



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

Later in 2018 a new Risk Committee will be added to the Board's committee schedule. This will be focused on clinical risk and risk to the safety and welfare of our customers.

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, our customers and their families and carers. Some of our internal committees are detailed below.

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.

Customer Quality and Safeguarding Committee (CQS)

This committee aims to provide a holistic approach to customers quality of life, safeguarding and risk management across all Northcott services. It promotes a collaborative and open approach to quality, risk management, compliance, customer satisfaction and great practice. It provides oversight to the organisation re health, abuse and neglect, positive behaviour support and restrictive practice approaches.

Our subsidiaries

Northcott Innovation, Northcott Supported Living and the SpineCare Foundation are subsidiaries of Northcott. Each has a separate board of management. For information on the activities of Northcott Innovation this year see page 78. For more information about the SpineCare Foundation, see page 82. For information about Northcott Supported Living see page 26, Housing and Supported Living.

NORTHCOTT INNOVATION



**Northcott
Innovation**

NORTHCOTT INNOVATION IS COMMITTED TO PUSHING THE BOUNDARIES OF NORTHCOTT AND THE DISABILITY COMMUNITY.

Through our work we seek solutions to the challenges faced by people with disability, their families and carers and their supports. Northcott Innovation was established in 2015 as a wholly owned subsidiary of Northcott. Our team works alongside people with disability, their families, carers and communities to create cutting-edge tools and technologies that lead to meaningful change, and promote choice and inclusion for the disability community.

More than just an incubator of solutions, Northcott Innovation is also embedded within the day-to-day activities of Northcott, providing ongoing innovation and design support to the organisation's customers and staff at all levels.

The year's activities

We continued to work with our collaborative project partners on these flagship projects:

Guide Dots

This is a navigation app (see below left) for people with blindness or vision impairment that uses audio navigation software, social media channels and localised crowdsourced information to guide users through their physical environment and alert them to friends nearby, landmarks and activities close by.

Sexuality and disability

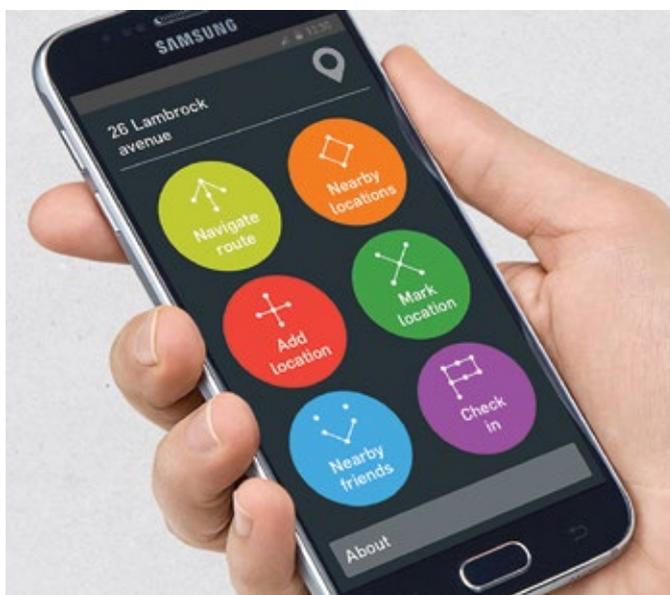
This human-centred design initiative explores the challenges faced by people with disability when living the sexual life of their choosing.

Hack-A-Home

This is a research project, including training and support, exploring the use of 3D printers by residents and staff in supported accommodation houses to make customised assistive technology devices.

The Step Climber

This is an attachment (see below right) enabling powerdrive wheelchairs to climb a single step.





Project in Focus: Nest

This year has seen the official launch of Nest, Northcott Innovation's state-of-the-art online home matching platform for people with disability.

Nest is an independent tool for people with disability and organisations that provide Specialist Disability Accommodation (SDA). Nest matches people with disability who are looking for a home with available vacancies that meet their unique needs and personal preferences. The aim of Nest is to provide people with disability with an easy way to find and apply for accommodation that meets their housing and support needs and wants and aligns to their NDIS plan. For providers of SDA, Nest is a fast and easy way to shortlist eligible individuals to fill vacancies within their properties.

Nest was launched on 14 May 2018 by Australian Disability Discrimination Commissioner, Alastair McEwin, at the Commonwealth Bank's Innovation Lab. Northcott accommodation customer, Aaron shared his experiences of finding a suitable home with Northcott Executive Director, Samantha Frain, at the launch (see above).

In its first month of operation, Nest supported:

- **162 people with disability to create a Nest profile and start searching for their new home.**
- **147 support coordinators / social workers to support their customers to create a Nest profile and start exploring options for their new home.**
- **37 of NSW's leading disability accommodation providers to showcase their SDA properties, and associated Supported Independent Living (SIL) vacancies on Nest.**

A unique resource for the disability sector, Nest has fast become Australia's number one platform for disability accommodation, showcasing more than 182 SDA properties, and more than 138 vacancies (or available places) within those advertised properties. As a free platform for both people with disability and providers of accommodation, Nest is changing the way people with disability choose and take control of their housing wants and needs.

nest
gonest.com.au



CENTRAL OFFICE



1 Fennell Street
North Parramatta NSW 2151



northcott.com.au



1800 818 286

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