

NRSDC  
**ANNUAL REPORT**  
2007-2008



## Our Mission

Northern Rivers Social Development Council (NRSDC) is a community-based not-for-profit organisation that promotes fairness and social inclusion in the Northern Rivers region of NSW.

We represent and strengthen communities and services by:

- Providing opportunities and services to alleviate disadvantage
- Engaging in advocacy and promotion
- Informing and educating people, organisations and government
- Encouraging partnerships
- Undertaking research and planning for future needs

## Our Vision

*'together in a fair community'*

## Our Values

We apply the following values when we work with our community, clients, partners, stakeholders and staff:

**Integrity** – We will act honestly, openly and consistently

**Respect** – We will value the expertise, knowledge and opinions of others

**Empowerment** – We will work to increase the capacity of individuals, communities and organisations to become more self-reliant

**Fairness** – We will promote equity and justice when dealing with others

**Collaboration** – We will work in partnership to promote the best result for everyone

**Inclusion** – We value diversity and will work to ensure that the benefits of prosperity are shared by all

## Acknowledgment of Indigenous Custodians

NRSDC acknowledges the Bundjalung, Arakwal and Yaegel peoples who are the traditional custodians of the land that comprises the Northern Rivers

## Our History

NRSDC was formed in 1976 when a strong group of local people came together to identify ways of improving and developing the communities of the Far North Coast of NSW and the Northern Rivers region

NRSDC was incorporated in 1985 and with a dedicated and committed management committee, has, over 20 years, built the services and programs that make up our organisation today

Our work is grounded in our community and seeks to identify and strengthen the many community resources of our region

## Diversity Statement

NRSDC will continue to build its capacity to work effectively and equitably to improve the quality of life of all people in the region. We recognise the diversity of communities and respect their cultural, linguistic, sexual, ethnic and religious differences. We acknowledge and will continue to work with Indigenous communities of the region to ensure that Indigenous people can attend to their cultural business and build healthy communities

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## Board Members – 30 June 2008

Jenny Dowell	President
Margaret Barnes	Vice President
Derek Unterburger	Treasurer
Leane Draper	Ordinary Member
Susan Howland	Ordinary Member
Michelle McCartney	Ordinary Member
Tony Davies	Secretary

## Staff Members – 30 June 2008

Neil Amor	HACC Respite Coordination Project Officer
Pamela Ashton	Family Planning Receptionist
Jo Beare	Finance Officer
Katherine Beck	Abuse of Older Persons Prevention Project Officer
Jenni Beetson-Mortimer	HACC Development Manager
Andrea Brooks	Family Planning Nurse
Tony Butcher	Reconnect Case Manager Casino/Kyogle
Tony Davies	CEO
Ron Davis	Family Planning Coordinator
Kay Davison	Family Planning Receptionist
Trish Evans	Affordable Housing Project Officer
Trudi Fehrenbach	Reconnect Case Manager Ballina/Byron Bay
Shaz Gillett	Reconnect Case Manager Lismore
Francesca Hart	HACC Fees Research Officer/Training Officer
Jane Henderson	Reconnect Case Manager Tweed
Gabrielle Lavis	Administration Trainee/Acting Executive Assistant
Linda Lomman	Transport Development Officer
Jan Ousby	Family Planning Nurse
Brett Paradise	Reconnect Regional Manager/Case Manager Lismore
Jane Reffell	Family Planning Doctor
Gillian Smith	Family Planning Doctor
Isaac Smith	eNews Website Officer
Kerry Stanwell	Family Planning Doctor
Valerie Tamblyn-Mills	Administration Officer/Executive Assistant
Kate Taylor	Family Planning Receptionist
Michelle Walsh	Family Planning Doctor
Bec White	Reconnect Case Manager Grafton
Chris Wilson	Regional Community Services Project Officer

## President's Report

NRSDC's programs and projects grew from strength to strength during the past 12 months as we continued to witness the struggles and difficulties of so many people in our region. They face crises in housing, transport, employment, health and other factors that leave them increasingly marginalised.

Federal and State elections occurred during the reporting period and NRSDC again assumed a major role in ensuring issues affecting our region were on the agenda. We hosted candidate forums and issued questions on policy to candidates for display on our website. In the lead-up to the Federal election, NRSDC secured commitments for ongoing funding for several important but endangered programs affecting children in our area. In addition to its election-based activity, NRSDC took every opportunity to participate in and lodge submissions for various government enquiries into service provision and funding.

NRSDC developed some important partnerships with other organisations throughout our region and beyond. In July '07 we worked closely with Mid North Coast Council for Social Development on strengthening ties to promote common interests and provide mutual support. NRSDC also developed and signed Memoranda of Understanding with the Northern Rivers Regional Development Board and the Lismore and District Women's Health Centre, Commonwealth Carelink and Northern Rivers Community Legal Centre.

A growing feature of NRSDC's regional role is our ability to organise, promote and host high quality conferences on our six identified regional priorities. In September '07, the Youth Conference From Rhetoric to Reality was well-attended and included many young people who participated in the relevant speakers program and parallel activities. In June this year, after development and promotion by NRSDC, the ground-breaking Prevention of Abuse of Older Adults project was launched.

NRSDC also commenced development of our new Strategic Plan in early '08, working with Managers to ensure our work reflects our mission statement, core values and plan for action. A consultative planning day in Oct '08 generated the vision statement, 'Together in a Fair Community', which frames our new Strategic Plan.

NRSDC staff continue to achieve great things. I particularly thank Tony Davies for his diligence and expertise managing the organisation, and as Board Secretary and the public face of NRSDC. During the reporting period, NRSDC farewelled Valerie-Tamblyn Mills, who left to further her career opportunities. As our first Executive Assistant, Valerie provided continuity, great service and special skills, and we thank her deeply.



I regard my role as NRSDC President for the past four years as a great privilege and honour. The Board worked co-operatively and with commitment to steer NRSDC with skill and good governance. Dianne Creighton and Katrina Alexander did not seek re-election, making way for new members, Michelle McCartney and Susan Howland. With re-elected members Marg Barnes (Vice-President), Derek Unterburger (Treasurer) and Leane Draper they comprised a well-skilled Board capable of addressing the myriad issues and challenges of the region.

This will be my final report as President as I intend to step down from the role in early August to seek election as Mayor of Lismore City Council. I will review my position following this but do not intend to seek re-election to the Presidency or Board of NRSDC.

The future of NRSDC appears bright and well-defined and I take this opportunity to wish the incoming Board well for the year ahead. I assure all members of my enthusiasm for NRSDC and will always take a great interest in the work of this wonderful organisation.

Thank you for your great support to me over the period of my Presidency and good luck to you all for the future.

*Jenny Dowell*  
President '07-'08

### **POST SCRIPT:**

*This Report will be presented by Margaret Barnes, Acting President (from early August on) who has been working with CEO Tony Davies in preparing the AGM.*

## CEO's Report

2007–2008 has been yet another year of growth and change for the NRSDC as we continue to work with communities and services across the Northern Rivers.

The year has seen extraordinary change for the region and the nation with election of a new Commonwealth government and its stated commitment to promoting social inclusion. Important symbolic steps have been made including the long overdue apology to the Stolen Generations and ratification of the Kyoto Treaty on climate change, and acknowledgment of the need to address a range of social priorities across the region such as homelessness, reconciliation, and early childhood education. Importantly, this includes ensuring community services receive adequate funding to do their job.

There has been progress in areas such as housing, with funds allocated to build affordable rental accommodation, and substantial new funding to the aged care sector. We are hopeful that the government will continue to deliver on its important commitments, especially those affecting people across the Northern Rivers.

NRSDC has been active in a range of roles: assisting community organisations to deliver vital services; delivering our own direct service projects; participating in regional interagency planning forums (eg the Human Services Subcommittee of NSW Government Regional Coordination Management Group); and representing our region at a state level through the NCOSS Regional Forum, the Federation of Non Government Agencies, the NSW HACC Issues Forum and the NCOSS Transport Advisory Group.

## Treasurer's Report

It is with great pleasure I present on behalf of the Board the 2007–08 Financial Statements. NRSDC has again managed to successfully deliver its services while managing its finances in a disciplined and conservative manner.

NRSDC's financial objective as a not-for-profit organisation – to appropriately expend funds, adequately provide for employee leave and redundancy, and (after accounting for inflation) maintain or increase our equity – aims to ensure NRSDC can continue to service the community into the future. In 2007–08 NRSDC produced a small surplus of \$15,235, increasing members' equity to \$230,765 while meeting its financial objectives for the year.

Teamwork has been essential to these achievements with each member working energetically and enthusiastically to deliver better results for the community. I am extremely grateful to all staff members for their contribution to a successful year.

I also acknowledge the Board's skill and dedication and their support to me as CEO. Their expertise and generosity with their time has been instrumental in driving NRSDC forward over the past year.

I look forward to the many challenges and opportunities that the forthcoming year will bring and to working with communities, services, NRSDC staff and the Board to continue to improve outcomes for communities across the Northern Rivers

Tony Davies  
CEO

### POST SCRIPT:

*Following preparation of this report Jenny Dowell stepped down from her position as NRSDC President. I thank Jenny Dowell, who in her four years as President made an extraordinary contribution to NRSDC. We all wish Jenny the very best as Mayor of Lismore and will miss her expert guidance, keen intellect, warm personality and fabulous sense of humour. I would also like to thank Marg Barnes who has very capably taken on the role of President following Jenny's decision to step down as President following her election as Mayor.*

There are no significant items of mention apart from the fact that our major asset, 22 Cathcart Street, was not revalued during the period so no changes are reflected in the balance sheet. NRSDC has again increased its provision for redundancy by over \$28,000. As with last year, no redundancies are currently anticipated. The provision reflects the nature of the industry (short term funding that may be reissued for several years or more) and is set at conservative levels.

Derek Unterburger  
Treasurer

# Program Reports

## TRANSPORT DEVELOPMENT PROJECT

The Transport Development Project (TDP), funded by the NSW Ministry of Transport, has been managed by the Northern Rivers Social Development Council since 1994. The project aims to increase opportunities for all residents of the region by developing a publicly available transport services infrastructure that is relevant, effective and accessible.

The TDP works closely with Transport Working Groups operating in six of the seven Local Government Areas of the Northern Rivers. In addition the project actively raised the region's transport issues at a State level, attended the Council of Social Services' (NSW) Transport Policy Advisory Group and participated in the development of Guidelines for Accessible Public Transport Infrastructure to be released by the Ministry of Transport.

### 2007 – 2008 Highlights

- Transport Information:
  - > Launched the Transport Information pages – an easily accessible resource in the 2008-2009 Northern Rivers Telephone Directory that was developed in partnership with Local Council Transport Working Groups.
  - > Supported the Clarence Valley's *Moving People... '08* transport promotion week.
  - > Commenced redevelopment of the *Going Places* transport information website.
- Land Use & Transport Planning:
  - > Participated in the Premier's Council for Active Living's Healthy Planning Workshop.
  - > Engaged with North Coast Area Health Service representatives to encourage their participation in Local Government Transport Working Groups across the region.
- Invitations to participate in:
  - > The North Coast Area Health Service's Health Transport Network.
  - > The Department of Environment & Climate Change's 'Responding to Climate Change' community forum.
  - > The Regional Car Pooling Project's steering committee.
  - > Tweed Shire's Aboriginal Transport Working Group.
  - > Byron Shire's Youth Transport meeting (in a facilitation role), to address issues identified through a consultative process.

### 2008 – 2009 Priorities

- Development of a sustainable funding stream to continue publication of the Transport Information Pages in the Northern Rivers Telephone Directory.
- Launch of the redeveloped [www.goingplaces.org.au](http://www.goingplaces.org.au) website.
- Commencement of a regional car pooling program.
- Ensuring Aboriginal transport needs are addressed at each of the Local Council's Transport Working groups.
- Development of a 'Healthy Urban Planning' checklist for Local Government.

## AFFORDABLE HOUSING DEVELOPMENT PROJECT

This three-year project, funded through the State's Area Assistance Scheme, commenced in August 2006 and uses a partnership approach between public, private and not-for-profit agencies. In its first year it assessed housing affordability in the region and developed an action plan to steer the expansion of housing for people on low to moderate incomes. Trish Evans was appointed as Affordable Housing Project Officer in June 2007.

### **2007–2008 Highlights:**

- Liaised with regional local government to develop affordable housing policies and strategies. This included presentations to general managers, planners and individual councils, and facilitating a regional Local Environment Plan Workshop and a Government Housing Initiatives forum.
- Enlisted industry and private sector experts in a financial modelling workshop to develop a viable affordable housing investment model.
- Established a broad network of government and private sector interests in housing supply issues and developed a proposal for a regional affordable housing development industry.
- Strengthened the understanding of housing issues in the Northern Rivers by providing a regional perspective to a range of state and federal government reviews and policy development processes as well as local, state and national sector workshops and conferences.
- Worked to advantage the region's access to government funding opportunities and private sector affordable housing investment. Established a project working group and commenced work on an affordable housing development project.

### **2008–2009 Priorities**

- Continued support of local government, land holders and housing providers in accessing funding and implementing affordable housing projects, subsequent to the 2008–2009 Commonwealth Budget committing significant funding for affordable housing development.
- Continued focus on raising awareness of housing issues in the region through liaison with stakeholders, including the Department of Housing,
- Establishment of a Northern Rivers housing forum.

# Program Reports

## REGIONAL COMMUNITY SERVICES DEVELOPMENT PROJECT

Building and sustaining the capacity of the community services sector through advocacy and policy development.

This project, funded by the NSW Department of Community Services, aims for strong communities that are well informed, well resourced, well connected, and embrace equity and diversity.

### **2007–2008 Highlights:**

- Developed a partnership with Infoxchange Australia to deliver innovative service coordination and electronic referral tools to the region's community services sector. Three service coordination trials commenced involving over 30 health and community service agencies. A further trial is currently planned for Grafton.
- Conducted a training needs survey of bookkeepers and finance officers in community organisations, convened a finance officers forum in June, (resulting in an ongoing Bookkeepers and Finance Officers Forum), and lent administrative support to the 'Stack of Chairs', a forum for community-based management committee Chairpersons.
- Continued informing community sector (650+ recipients) on relevant issues through the twice-monthly NRSDC email-newsletter.
- Made submissions to a range of government inquiries including: the Wood Commission of Inquiry into Child Protection Services; the Australia 2020 Summit; Senate Select Committee on Homelessness; and the Commonwealth Green Paper on Homelessness.
- Informed the community, candidates and media on regional issues during the State and Commonwealth elections.
- Continued promotion of social inclusion through regular participation in regional interagencies, planning bodies and statewide networks – eg Regional Coordination Management Group HR Subcommittee, NCOSS Regional Forum and Federation of Non-Government Organisations.

### **2008–2009 Priorities**

- Continue current electronic service coordination trials and new service coordination trial for the Clarence Valley.
- Continue support for the Finance Officers Forum and develop new initiatives to support community based organisations.
- Continue to support the establishment of a Regional Housing Forum involving relevant Government agencies and regional housing support providers.
- Continue advocacy on behalf of regional communities and organisations.

## RECONNECT

### YOUTH HOMELESSNESS AND EARLY INTERVENTION PROGRAM

Funded by the Federal Department of Family and Housing, Community Service and Indigenous Affairs (FaHCSIA), Reconnect aims to address youth homelessness by providing opportunities, choices and support for young people and their families.

The service covers a large geographic region, with case managers in Tweed Heads, Ballina, Lismore, Casino and Grafton, and outreach facilities in Murwillumbah, Mullumbimby, Byron Bay, Kyogle and MacLean. It works closely with other youth and family focused agencies and services including; Centrelink, schools, Department of Community Services (DoCS), councils, and non-government organisations and groups. Our Case Managers use a variety of creative approaches – individual and family counselling, mediation, education, mentoring, coaching and practical support – to alleviate barriers to accessing child care, respite, food, transport and specialist services.

#### 2007–2008 Highlights

- Hosted a major youth conference, *From Rhetoric to Reality*, at Ballina in late 2007 that showcased good practice and gave the 140 delegates from across the region an opportunity to network.
- Finalised 224 cases which, with a stabilised new client intake of 214 (after a 30% increase last financial year) left a total caseload at of 365.
- Witnessed an increase in clients of high or complex needs (averaging five reasons for needing support) and a support period of 91–181 days in 50% of finalised cases. Centrelink referrals increased from 19% to 27% and there was an increase in self-referral and Medical Services, indicating a reduction in alternative support options.

#### Priorities for 2008–2009

- Continue strengthening our service delivery.
- Develop and improve networks with other services to aid long-term planning.
- Seek additional funding to adequately meet operational cost increases and preclude a reduction in service provision.

### LISMORE AND KYOGLE FAMILY PLANNING SERVICE

The service operates accessible and affordable sexual and reproductive health clinics in Lismore, Kyogle and surrounding areas. It complements existing medical and community-based services with all consultations provided free to the client. The Service is supported by funding from the North Coast Area Health Service.

#### 2007–2008 Highlights

- Implemented a range of quality-improvement initiatives including accessible opportunities for feedback and advice (eg right-and-responsibilities brochures and clinic information posters).
- Reviewed and updated clinic policies and procedures.
- Conducted a snapshot survey in March that showed 79% of clients had a <\$35,000pa income and 42% were on health care cards.
- Delivered high levels of satisfaction to clients, with 95% indicating they would use the Service again.
- Benefited from the ongoing contribution of Doctors Stanwell, Smith, Reffell and Walsh.

#### Priorities for 2008–2010

- Implement the computerisation of the Service, delayed due to technical issues.
- Renegotiate new funding agreement with North Coast Area Health Service, effective from July 2009.
- Continue quality improvement clinical practice.
- Seek opportunities to support health promotion activities.

## Program Reports

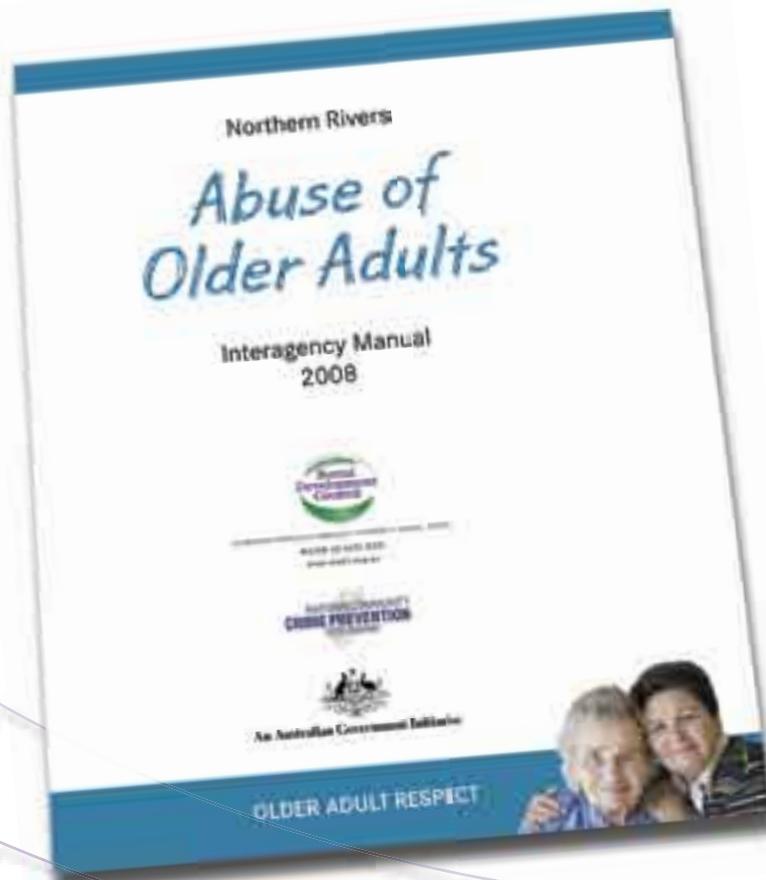
### HOME AND COMMUNITY CARE (HACC) DEVELOPMENT

The NRSDC HACC program supports HACC services in the region to deliver support to our community. The NRSDC HACC program is funded by the NSW Department of Ageing Disability and Home Care (DADHC). NRSDC is particularly grateful for the support of DADHC Northern Region for funding our research and development projects. This year saw completion of a number of projects and the development of new ideas for 2008–2009

#### 2007–2008 Highlights

##### Abuse of Older Persons Prevention Project (funded by the Commonwealth Attorney Generals Department)

- Collaborated with regional community service providers to develop a local framework for the identification, response and referral of abuse of older persons.
- Produced a practical manual and television campaign to assist frontline workers and managers to identify and respond to elder abuse. The manual and a television campaign to raise community awareness on the issue was launched by Minister for Ageing, Justine Elliott, and NRSDC President Jenny Dowell.
- Developed a training package for workers and regional training programs, promoted state-wide.
- Developed MOUs with Commonwealth Carelink and Northern Rivers Community Legal Centre as the key referral agencies.
- Produced information brochures on financial abuse .
- Hosted a community awareness conference in partnership with the NSW Association of Gerontology and Aged Community Services Association.



**HACC Fees Research Project (funded by NSW DADHC)**

- Completed research into the impacts of service fees on HACC service clients and developed potential models to reduce the impact of fees on financial disadvantaged clients.
- Worked with the Glen Innes and Kyogle services to trial models such as fee capping and fee relief, and assessed the impact of these policies on services.

**Respite Coordination (funded by NSW DADHC)**

- Worked collaboratively with a range of services to develop a framework for the intake and assessment of respite for people with disabilities and commenced implementation of an IT based system to support continuing coordination of respite serves.

**HACC Development**

- Facilitated the NSW Community Options Conference in Tweed Heads, the FNC Carer Respite Centre/ Carelink planning day, and a hypothetical workshop for Casino and District services.
- Facilitated the review of the Tweed Aged Interagency, now the Tweed Community Care Forum, a vibrant forum run by local services.
- Facilitated several regional Department of Health and Ageing seminars on the Federal Government's 'Way Forward' Policy Agenda.
- Participated in DADHC regional planning consultations.
- Developed a funding submission for a regional road show of services to local Aboriginal communities.
- Participated on the Northern Rivers Regional Development Board Ideas Project steering committee in the Skills Express Working Party.
- Developed an OH&S training manual for home based HACC services (to be launched in 2008-1009).
- In partnership facilitated the inaugural NGO Bookkeepers forum.
- Continued participation in the FNC Carelink/Carer Respite Advisory Committee, the NCOSS HACC Issues forum and the NSW HACC DO Network, and continued membership of the Clarence, Tweed and Richmond Interagency.
- Presented at several conferences, including the ACSA Tri-State conference in Albury, the NSW Community Options Conference in Tweed Heads,
- Had a number of papers accepted at conferences next year, including the National Elder Abuse Conference in Melbourne, the National Australian Association of Gerontology in Perth and NRSDC's Complex Needs Turing the Tide Conference in Perth.
- Invited to present information on the project to COTA.

**Priorities for 2009–2010**

- Continue to work collaboratively with the ATSI HACC access worker and Aboriginal service providers.
- Conduct a comprehensive Training Needs Survey including the specific needs of Aboriginal workers working in the community care sector.
- Facilitate the development of a Trainers and Training Organisation Network for organisations who deliver training to the NGO Sector
- Continue to promote and conduct Abuse of Older Persons training on a state-wide basis
- Develop a training calendar
- Seek funding for training based on the Needs analysis and further develop our training capacity in training for carers of people living with dementia.
- Seek funding opportunities to progress the outcomes of the Abuse of Older persons project including intergenerational projects and the outcomes of the HACC Fees project to conduct further trials in fees collection models which address the current inequities in fee payment and collection.
- Coordinate NRSDC's next conference – *Complex Needs Turing the Tide* – to address the social issue of complex needs.

# Report Against Strategic Plan

## EXTERNAL STRATEGIES

### Customer Focus 1

To develop a coordinated response through consultation on the social priorities identified in the Northern Rivers Regional Social Priorities report

#### Goals

- Consult widely and in depth with a range of service providers
- Implement culturally appropriate information exchange flow with our diverse communities
- Maintain the currency of a comprehensive Regional Social Priorities document
- Take actions to alleviate needs identified in the Regional Social Priorities document

#### Measures

- Reporting annually to all stakeholders
- Hosting Regional Social Priorities forums every six years
- Holding reviews of the Regional Social Priorities every three years between Regional forums
- Presenting papers based on the development and outcomes of the Regional Social Priorities at state, national and international conferences

### Customer Focus 2

To increase the Council's role in influencing the development of social policy across the region and whole of government

#### Goals

- Promote the interest of the region to influence local, state and national policy and planning frameworks
- Be a voice for the Human Services sector in the region

#### Measures

- Accepting invitations to participate in regional, state and national consultations and committees of enquiry
- Providing submissions to government consultations and inquiries into aspects of social and community welfare in the region
- Maintaining and strengthening links with peak bodies such as NCOSS, ACOSS, other services and government agencies
- Attending and presenting papers at conferences

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## ACTIONS AND ACTIVITIES 2007–2008

- Reported to stakeholders via the Annual Report, monthly updates in eNews and regular updates to websites
  - Directed service delivery, advocacy activities and development projects towards needs identified through the Social Priorities Process
  - Consultated with key stakeholders developed a regional response to the Independent Pricing & Regulatory Tribunal's Review of Country Bus Fares
  - Progressed a regional approach to Ministry of Transport requesting the extension of the 131500 transport information service to the Northern Rivers
  - Presented paper on outcomes of HACC Fees Research Project to NSW Regional COPs conference
  - To present paper on the Abuse of Older Adults Prevention project to NSW Regional COPS Conference, Community Awareness Seminar, COTA Intergenerational Forum, ACSA Annual Tri-State Conference Albury
  - To present papers on the HACC Fees Research project and the Abuse of Older Persons prevention project next year at the National Australian Association of Gerontology in Perth, the National Elder Abuse Conference in Melbourne, and the Complex Needs Turning the Tide Conference NSW
  - Hosted several housing development seminars and workshops across the region
- 
- Prepared submissions for Wood Inquiry into Child Protection Services, Australia 2020 Summit, Commonwealth Homelessness Green Paper, Senate Select Committee on Housing Affordability Rural & Regional Taskforce, NSW Homelessness Framework
  - Appeared before Senate Select Committee on Housing Affordability and NSW Parliament inquiry into support for young people aged 8-12
  - Participated in state-wide advocacy through the NCOSS Regional Forum and Federation of Non-Government Agencies, the NCOSS HACC Issues forum and the NSW HACC DO Network Forum
  - Hosted regional youth conference, 'From Rhetoric to Reality'
  - Provided input into the NCOSS Pre-Budget Submission
  - Released Commonwealth Election Priorities document
  - Hosted Candidates Forum in Federal seat of Page
  - Participated in government planning including Human Services Sub-Committee of the North Coast RCMG, Northern Rivers Local Government Community Services Group, DoCS Communities Division Area Management Group, DADHC Planning Consultations, Community Transport Review
  - Continued to assist Transport Working Groups in six of the seven Northern Rivers Local Government areas

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## EXTERNAL STRATEGIES

>CONTINUED FROM PAGE 12>>

- Hosting a minimum of two regional forums and one regional conference annually in response to current and emerging social trends
- Increasing NRSDC's membership

## ACTIONS AND ACTIVITIES 2007-2008

>CONTINUED FROM PAGE 12>>

- Participated in Tweed, Richmond and Clarence Aged Services interagencies and Tweed, Ballina, Byron and Lismore Community Services Interagencies
- Participated in Richmond Integrated Community Services Planning Committee (DoCS)
- Established Memoranda of Understanding with Regional Development Board, Lismore District Women's Health, Commonwealth Carelink and Northern Rivers Community Legal Centre
- Retained membership of NCOSS Transport Policy Advisory Group
- Worked with NOROC & NRRDB on a scoping paper for the development of an Integrated Regional Transport Plan for presentation to the Commonwealth Government
- Facilitated and hosted Department of Health and Ageing Regional forums on 'The Way Forward'
- Developed working party and began planning for 'Complex Needs, Turning the Tide' Conference.
- Participated in Clarence Valley Housing Services Interagency

### Learning and Growth Focus

To continue to research and develop innovative strategies to respond to the contemporary and emerging social needs of communities and individuals in the region

### Goals

- Develop state, national and international strategic alliances to further enhance our ability to address emerging trends
- Empower and support the region to meet its social needs

### Measures

- Forming active partnerships with governments and universities and exploring opportunities to initiate or engage in research
- Publishing findings and request feedback to ensure the information gathered from stakeholders is current
- Capitalising on opportunities to use innovative tools to address emerging trends
- Taking opportunities to enhance the region's resources and its ability to address key priorities

- Prepared election and budget submissions based on regional priorities document
- Progressed the following development/research projects:
  - > Abuse of Older Adults Prevention Project
  - > Northern Rivers Affordable Housing Project
  - > HACC Fees
  - > Respite Coordination
  - > Service to Service Coordination
- Developed NRSDC Training Calendar
- Successfully developed funding submissions to establish a community farm in Lismore and to operate the 'Getting it Together' intensive case management program for young people in the Richmond Valley sub-region
- Researched youth transport options for Byron Shire Council. Facilitated BSC youth transport workshop to identify and progress areas of work
- Developed transport awareness strategy in response to identified need
- Developed transport information pages for the Northern Rivers Telephone directory
- Became a member of the Northern Rivers Regional Development Board IDEAS project steering committee and skills express implementation group
- Quarterly housing affordability reports produced and posted to website
- Developed proposal for the establishment of a regional affordable housing development industry

# Report Against Strategic Plan

## INTERNAL STRATEGIES

### Customer Focus

To raise the profile of the Northern Rivers Social Development Council to ensure it is relevant and responsive to stakeholders' needs

### Goals

- Inform and involve our communities
- Develop a marketing strategy
- Ensure all activities are culturally sensitive

### Measures

- Pro-active and responsive media releases
- Presenting papers at conferences
- Developing new brochures
- Improving and maintaining our website
- Maintain and expand the NRSDC eNewsletter mailing list to ensure our communications reach a broad cross-section of the social and community service sector in our region
- Further developing relationships with Aboriginal and NESB communities
- Hosting regional conferences
- Communicating at a local, state and national level

- NRSDC President, CEO and project staff approached 5-10 times per month by print and electronic media to comment on the region's social issues
- Presented papers at conferences (see above)
- Distributed 26 editions of eNews to 650 recipients
- HACC Development Manager participated in Aboriginal HACC Network meetings
- Continued delivery of Cross-cultural awareness and training and New Approaches to Aboriginal Case Management course piloted
- Assisted the development of the Tweed Aboriginal Transport Working Group
- See above for details of regional conference and communication/networking activities
- Developed brochures in partnership with the Abuse of Older persons finance forum to raise awareness of financial abuse
- Developed training manual for the prevention of abuse of older persons
- Conducted service provider forum on elder abuse
- Hosted community awareness forum on abuse of older persons in partnership with NSW AAG and NSW ACSA
- Facilitated NSW Regional Community Options Conference, Tweed Heads
- Attended state-wide promotional meetings with DADHC, Office for Ageing, Dept Health and Ageing, NCOSS, Uniting Care, Care link, Office of Fair Trading, Guardianship Tribunal and Lifeline

## INTERNAL STRATEGIES

### Internal Business Process Focus

To enhance relationships between the direct service, peak representation and development activities of the Northern Rivers Social Development Council

### Goals

- Enable the measurement of all critical activities
- Provide strategic management systems to monitor the implementation of the strategic plan
- Facilitate communication activities with all stakeholders and particularly our staff
- Focus on regional priorities
- Established annual operational plan cycle and annual operational plan
- Conducted monthly Board of Governance meetings
- Board Audit Committee undertook quarterly budget reviews

- Established Risk Management Committee
- Established staff Occupational Health & Safety Committee
- Organised monthly program managers meetings to promote information exchange and collaboration
- See Customer Focus 1 and 2 above regarding consultation, communication and networking activities

### Measures

- Developing internal links that will assist programs and staff to further develop and deliver client focused aspirations
- Ensuring internal mechanisms capture gaps, needs and achievements of stakeholders
- Continuing to develop partnerships and joint ventures

## EXTERNAL STRATEGIES

### **Learning and Growth Focus**

To plan for growth and change

#### **Goals**

- Achieve our vision
- Identify gaps and opportunities
- Promote a culture of continuous quality improvement and ensure quality service delivery to improve capacity
- Ensure sustainability
- Source alternate accommodation
- Maintain a culture of staff support and development
- Ensure safe working practices

#### **Measures**

- Building management capabilities
- Encouraging innovation and supporting strategic research
- Developing our workforce to meet changing needs
- Developing and maintaining a culture of respect, service and teamwork
- Sharing knowledge

### **Financial Focus 1**

To identify and secure opportunities for funding

#### **Goals**

- Address and respond to community needs
- Ensure sustainability
- Meet requirements of funding bodies

#### **Measures**

- Delivering services within budget
- Improving asset management
- Prioritising and optimising resource allocation and use
- Seeking additional sponsorship arrangements
- Sourcing opportunities and submitting applications for funding that align with regional priorities
- Pursuing philanthropic and other private investments

### **Financial Focus 2**

To secure and maintain opportunities for the provision of business activities

#### **Goals**

- Gain Public Benevolent Institution and Deductible Gift Recipient status
- Ensure all activities meet current standards and funding arrangements
- Further develop existing programs to ensure benevolent compliancy

#### **Measures**

- Working with the accountant and solicitor to gain and maintain status
- Promoting this status
- Developing appropriate gift and donation processes and recognition
- Maximising Public Benevolent Institution and Deductible Gift Recipient benefits

## ACTIONS AND ACTIVITIES 2007-2008

- Recommendations from external clinical audit of Lismore and Kyogle Family Planning being progressively implemented
- Undertook Family Planning customer satisfaction survey and client snapshot surveys
- Northern Rivers Reconnect participated in action research activities as part of the Annual self-evaluation
- Conducted research (quantitative and qualitative) through the Abuse of Older persons project, HACC Fees Research project, Respite Coordination and a community awareness survey
- Staff encouraged and supported to attend national conferences and events to broaden knowledge and networks

- Monitored program budgets monthly
- Conducted full budget reviews on a quarterly basis
- Expended funding in accordance with funding agreements (see 2007-08 Audit Report)
- Sourced HACC fees research funding focused on service access by financially disadvantaged people
- Sourced respite coordination funding focused on improving access for people with disabilities
- Submitted applications for funding for intergenerational projects, extension of abuse of older person's project
- Sought sponsorship for 'Complex Needs Turning the Tide Conference'
- Sourced funding to provide governance training for HACC services

- Sought continued advice on regaining Public Benevolent Institution and Deductible Gift Recipient Status
- Conducted activities in accordance with funding agreements (see Audit Report)

# Financial Statements

## Northern Rivers Social Development Council Incorporated Balance Sheet As at 30 June 2008

<b>Assets</b>	<b>2008 \$</b>	<b>2007 \$</b>
<b>Current Assets</b>		
Cash at Bank & On Hand		
Cheque Account – Summerland Credit Union	330,181	248,625
Cheque Account – Commonwealth Bank	-	-
Petty Cash Floats	2,440	1,240
Brokerage Floats	3	1,100
	<b>332,624</b>	<b>250,965</b>
Trade Debtors	7,389	10,113
Prepayments	106	7,572
Stock	3,366	4,261
<b>Total Current Assets</b>	<b>343,485</b>	<b>272,911</b>
<b>Non Current Assets</b>		
Property, Plant & Equipment		
Plant & Equipment – At Cost	54,870	51,079
Accumulated Depreciation	-39,631	-36,122
	<b>15,239</b>	<b>14,957</b>
Medical Equipment – At Cost	1,871	1,871
Accumulated Depreciation	-1,871	-1,871
	-	-
House @ 22 Cathcart Street – At Valuation	300,000	300,000
House Additions – At Cost	14,632	14,632
Accumulated Depreciation	-366	-
	<b>329,506</b>	<b>329,589</b>
<b>Total Non Current Assets</b>	<b>329,506</b>	<b>329,589</b>
<b>Total Assets</b>	<b>672,991</b>	<b>602,500</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade Creditors	79,579	33,953
GST Payable	1,535	-6,371
Provision for Annual Leave	68,105	54,062
Summerland Credit Union – Mortgage	41,040	30,015
Accrued Expenses	2,074	2,043
Accrued Expenses	5,263	15,396
Grants In Advance	89,858	123,213
<b>Total Current Liabilities</b>	<b>287,454</b>	<b>252,311</b>

**Northern Rivers Social Development Council Incorporated**  
**Balance Sheet**  
**As at 30 June 2008**  
*(Continued)*

<b>Non Current Liabilities</b>		
Provision for Long Service Leave	21,055	27,770
Provision for Redundancy	90,275	61,456
Summerland Credit Union – Mortgage	43,439	45,434
<b>Total Non Current Liabilities</b>	<b>154,769</b>	<b>134,660</b>
<b>Total Liabilities</b>	<b>442,223</b>	<b>386,971</b>
<b>Net Assets</b>	<b>230,768</b>	<b>215,529</b>
<b>Members Equity</b>		
Retained Earnings		
Beginning of financial year	40,716	95,510
Prior Period Adjustments	-	-
Surplus/(Deficit)	15,235	-54,795
	<b>55,951</b>	<b>40,715</b>
Asset Revaluation Reserve	174,814	174,814
<b>Total Members Equity</b>	<b>230,765</b>	<b>215,529</b>

**Northern Rivers Social Development Council Incorporated**  
**Income Statement**  
**For the year ended 30 June 2008**

	Note	2008 \$	2007 \$
Revenue from ordinary activities	2	1,373,511	1,153,317
Expenses from ordinary activities excluding borrowing expenses	3	-1,354,362	-1,204,369
Borrowing expenses		-3,914	-3,743
<b>Profit/(loss) from ordinary activities before income tax</b>		<b>15,235</b>	<b>-54,795</b>
Income tax attributable to operating activities		-	-
<b>Profit/(loss) from ordinary activities after income tax</b>		<b>15,235</b>	<b>-54,795</b>
<b>Net profit/(loss)</b>		<b>15,235</b>	<b>-54,795</b>

# Financial Statements

## NORTHERN RIVERS SOCIAL DEVELOPMENT COUNCIL INCORPORATED CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

	Note	2008 \$	2007 \$
<b>a) Cash flows From Operating Activities:</b>			
Receipts from operating activities		449,582	179,204
Receipts from grant funding		1,232,001	1,106,249
Payments to suppliers and employees		(1,613,354)	(1,273,686)
Interest received		23,644	19,905
Interest paid		(3,913)	(3,743)
<b>Net cash provided by (used in) operating activities</b>	<b>4 (b)</b>	<b>87,960</b>	<b>27,929</b>
<b>Cash flows From Investing Activities:</b>			
Proceeds - sale of property, plant and equipment		-	-
Payment for property, plant and equipment		(4,340)	(16,114)
<b>Net cash provided by (used in) investing activities</b>		<b>(4,340)</b>	<b>(16,114)</b>
<b>Cash flows From Financing Activities:</b>			
Repayment of borrowings		(1,964)	(1,917)
<b>Net cash provided by (used in) financing activities</b>		<b>(1,964)</b>	<b>(1,917)</b>
Net increase (decrease) in cash		81,656	9,898
Cash and cash equivalents at the beginning of the financial period		250,965	241,067
<b>Cash and cash equivalents at the end of the financial period</b>	<b>4 (a)</b>	<b>332,621</b>	<b>250,965</b>

**NORTHERN RIVERS SOCIAL DEVELOPMENT  
COUNCIL INCORPORATED  
STATEMENT BY MEMBERS OF THE BOARD**

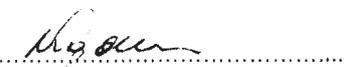
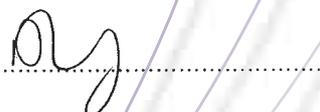
The Board has determined that Northern Rivers Social Development Council Incorporated is not a reporting entity.

The Board has determined that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Board:

1. The financial report presents fairly the financial position of Northern Rivers Social Development Council Incorporated as at 30 June 2008 and the results of the entity for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that the entity will be able to pay its debts as and when they fall due.
3. Amounts received as grant funding have been expended in accordance with the terms of the funding agreements.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the Board by:

Name:	<u>MARGARET BARNES</u>	<u>DEREK UNTERBURLER</u>
Signature:		
Position:	<u>ACTIVE PRESIDENT</u>	<u>TREASURER</u>

DATED AT LISMORE

DATE:

# Financial Statements

**INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF  
NORTHERN RIVERS SOCIAL DEVELOPMENT  
COUNCIL INCORPORATED**



## Report on the Financial Report

We have audited the accompanying special purpose financial report of Northern Rivers Social Development Council Incorporated, which comprises the Balance Sheet at 30 June 2008, and the Income Statement for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the statement by members of the board.

### *Boards' responsibility for the Financial Report*

The entity's board are responsible for the preparation and fair presentation of the financial report in accordance with generally accepted accounting principles. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### *Auditor's responsibility*

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Liability limited by the Accountants Scheme, approved under the Professional Standards Act 1994 (NSW)

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Kyogle	Telephone (02) 6632 1439 9A Geneva Street Kyogle NSW 2474	Facsimile (02) 6632 2453
Ballina	Telephone (02) 6686 5655 1/183 River Street (PO Box 396) Ballina NSW 2478	Facsimile (02) 6686 5086
	Email <a href="mailto:admin@wappetts.com.au">admin@wappetts.com.au</a>	Internet <a href="http://www.wappetts.com.au">www.wappetts.com.au</a>

## PARTNERS

K.J. McGregor *B.Ec., F.C.A.*  
B.J. Fawcett *F.C.A., F.T.I.A.*  
G.J. Smith *B.Bus., LLB., C.A.*  
T.W. Graham *B.Bus., C.A., F.Fin.*  
G.A.C. Hughes *B.Bus., C.A.*  
A.M. Jones *B.Bus., C.P.A.*  
S.I. Trustum *B.Bus., C.A.*

**INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF  
NORTHERN RIVERS SOCIAL DEVELOPMENT  
COUNCIL INCORPORATED**

**Wappett &  
Partners**  
Chartered Accountants

**Independence**

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

**Auditor's Opinion**

In our opinion, the special purpose financial report of Northern Rivers Social Development Council Incorporated is in accordance with the accounting policies described in Note 1 to the financial report giving a true and fair view of Northern Rivers Social Development Council Incorporated's financial position as at 30 June 2008 and of its performance for the year ended on that date.

158 MOLESWORTH STREET  
LISMORE NSW 2480

DATE: 24 September 2008

WAPPETT & PARTNERS  
Chartered Accountants



TREVOR W GRAHAM - Partner  
Registered Company Auditor  
Number - 160017



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# Financial Statements

## NORTHERN RIVERS SOCIAL DEVELOPMENT COUNCIL INCORPORATED NOTES TO THE FINANCIAL STATEMENTS

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act NSW. The board has determined that the association is not a reporting entity.

The financial report has been prepared in accordance with the requirements of the Associations Incorporation Act NSW. No applicable Accounting Standards, Urgent Issues Group Consensus Views or other authoritative pronouncements of the Australian Accounting Standards Board have been applied.

The financial report has been prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where stated, current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets. The accounting policies have been consistently applied, unless otherwise stated.

The following is a summary of the material accounting policies adopted by the association in preparation of the financial report:

#### (a) **Property, Plant & Equipment**

Property, plant and equipment are included at cost, independent or board of management's valuation. All assets are depreciated over their estimated useful lives.

#### (b) **Employee Benefits**

Provision is made for the association's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits expected to be settled within one year together with entitlements arising from wages and salaries, annual leave and sick leave which will be settled after one year, have been measured at the amounts expected to be paid when the liability is settled, plus related on costs. Other employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits.

Contributions are made by the association to employee superannuation funds and are charged as expenses when incurred.

#### (c) **Receivables & Revenue Recognition**

Trade debtors are recognised at the amounts receivable as they are due for settlement no more than 30 days from the date of recognition. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for doubtful debts is raised where some doubt as to collection exists.

#### (d) **Trade & Other Creditors**

These amounts represent liabilities for goods and services provided to the entity prior to the end of the financial year and which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

#### (e) **Income Tax**

The association is exempt from income tax.

#### (f) **Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the Balance Sheet are shown inclusive of GST.

#### (g) **Inventories**

Inventories are valued at the lower of cost or net realisable value using the first in first out method of assigning costs.

#### (h) **Redundancy**

The association has considered it prudent to provide for employee redundancy payments. The provision for redundancy has been based on the award under which these employees are paid being the Social and Community Services Employees (State) Award.

**NORTHERN RIVERS SOCIAL DEVELOPMENT  
COUNCIL INCORPORATED  
NOTES TO THE FINANCIAL STATEMENTS**

**2. Revenue, consisting of**

	<b>2008</b>	<b>2007</b>
Grant Income	1,150,322	978,725
Contributions	109,133	110,421
Trading / Operating Income	81,619	41,344
Other Income	53,279	21,876
	<u>1,373,511</u>	<u>1,152,366</u>
	=====	=====

**3. Expenditure, consisting of**

	<b>2008</b>	<b>2007</b>
Wage Payments	770,685	645,820
Superannuation Expense	66,991	55,730
Leave and Other Provisions	40,188	77,234
Consultants / Sub-contractors	84,701	26,021
Motor Vehicle Costs	88,279	99,412
Travel & Accommodation	24,107	33,222
Supervision	2,250	4,981
Audit Fee	9,000	9,114
Bank Fees	151	207
Board Costs	718	1,122
Building Maintenance	6,318	2,901
Building & Property Costs	-	2,072
Cleaning	4,769	3,533
Depreciation	3,219	4,488
Utilities & Rates	4,014	2,475
Equipment & Maintenance	13,764	12,587
Fringe Benefits Tax	9,417	230
Insurance	14,817	8,453
Internet / ADSL	-	4,718
IT Support & Maintenance	6,553	12,076
O.H. & S.	900	490
Printing / Photocopying	8,006	4,093
Program, Training & Conference	45,797	112,120
Promotion / Advertising	29,524	3,317
Postage / Distribution	1,988	1,728
Recruitment	1,027	7,308
Stationery / Staff Amenities	2,520	7,602

# Financial Statements

**NORTHERN RIVERS SOCIAL DEVELOPMENT  
COUNCIL INCORPORATED  
NOTES TO THE FINANCIAL STATEMENTS**

**3. Expenditure, continued**

	<b>2008</b>	<b>2007</b>
Storage	1,323	872
Subscriptions	3,534	3,224
Sundry	29,508	2,168
Telephone / Fax	23,145	18,162
Website Hosting	8,634	670
Workers Compensation	12,159	7,652
Workplace Training	6,298	2,443
Catering	3,233	-
Premises Costs	14,681	16,532
Brokerage	12,143	9,592
	<hr/>	<hr/>
	1,354,362	1,204,369
	=====	=====



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