



Annual Report 2012-13



Northern Rivers Social Development Council

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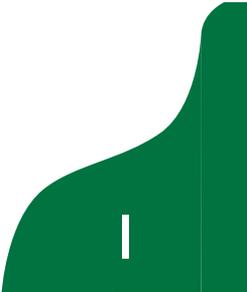
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About us



Who we are

Northern Rivers Social Development Council (NRSDC) is a community organisation that works to advance community wellbeing across the Northern Rivers Region of NSW. We aim to create positive social change by:

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



Our values

We apply the following values in our work:

- Integrity:** We act honestly, openly, consistently and in accordance with the aims of NRSDC
- Respect:** We value the expertise, knowledge and opinions of others
- Empowerment:** We work to increase the capacity of individuals, communities and organisations to become more self-reliant
- Fairness:** We promote equity and justice when dealing with others
- Collaboration:** We work in partnership to promote the best result for everyone
- Inclusion:** We value diversity and work to ensure that the benefits of prosperity are shared by all.

Our history

In the 1970s, a strong group of local people came together to identify ways of improving and developing communities in the Northern Rivers region, on the far north coast of NSW. Incorporated in 1985, NRSDC has developed into a diverse and vibrant organisation delivering direct services, community development projects, and regional advocacy across the Northern Rivers. In 2013, we have 45 staff across 14 programs. Our head office is in Lismore with service staff also located in Tweed, Ballina, Mullumbimby and Grafton.

Acknowledgment of traditional custodians

NRSDC acknowledges the Bundjalung, Gumbainggir and Yaegl peoples who are the traditional custodians of the land that includes the Northern Rivers.

Diversity statement

NRSDC will continue to build its capacity to work effectively and equitably to improve the quality of life of people across 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, Aboriginal communities of the region to ensure that Aboriginal people can attend to their cultural business and build healthy communities.



Our Strategic Focus

NRSDC is all about people: Our purpose is to improve the quality of life of people in our region, with an emphasis on the most vulnerable members of our community.

Our theory of change

We work on three levels to achieve positive social change:

Community:

We work with our political leaders, community leaders and the general community to increase their understanding of the social issues that affect people's quality of life and contribute to disadvantage in our region. Enhancing knowledge of the issues will generate solutions that will make the most difference to our communities. This demonstrates our theory of change: that better community understanding of issues and working together will lead to policy change, ownership, action and commitment of resources to solve the pressing social issues in our region. By working across the community we maximise our collective impact.

Service System:

We work with our peers in the Human Services system to improve our practice and collaborate for the benefit of our service users. By providing training and information, sector support, interagency networking and development of innovative service models we seek to get the best possible outcomes for all people who use human services in the region. Our theory of change at this level is that improved collaboration and evidence-based practice across many agencies will maximise positive outcomes for users of all of our services. By working with others who share our objectives we multiply our impact as an organisation.

Individual:

We work individually and in partnership with users of our services to build their self-reliance and capacity to live well in the community. Our theory of change at this level is that providing evidence-based, high-quality services to individuals will create positive social change in their lives, building personal, family and community wellbeing.

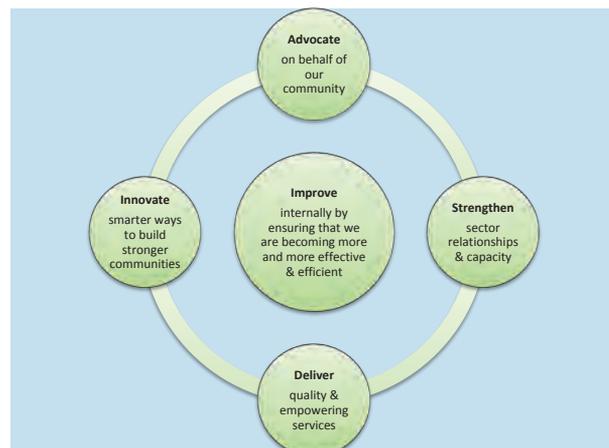
Our Goals

External

- ADVOCATE – on behalf of our community
- STRENGTHEN – sector relationships and capacity
- DELIVER – quality & empowering services
- INNOVATE – smarter ways to build stronger communities.

Internal

- IMPROVE – internally by ensuring that we are becoming more effective & efficient



Our Impact



This year has been a significant year for NRSDC. In this Annual Report you will find our key achievements over the past 12 months. Here is a snapshot of some of the outcomes for 2012-13:

109 people supported with **early intervention** into drug and alcohol use

19 participants from the Lived Experience project **secured paid employment** in the sector.

151 **homeless** or at risk young people became **more connected** with their family, education, work and community.

22 **Aboriginal workers** from around regional and rural NSW **trained** for a Certificate IV in Aboriginal Family Health.

1300 subscribers each fortnight received our **e-news** with sector news, training and development opportunities, research reports and grant information.

88 leaders attended a presentation from **Cheryl Kernot** from the NSW University Centre for Social Impact on **'Leadership for Social Impact'** focusing on social enterprise and social business models.

50 emerging and existing leaders from small NGOs received **leadership development and training**

94 **media** communications and representations

71 **young people** received housing and living skills support



1500 members of the community responded to the **Northern Rivers Transport Survey**

181% Family Referral Service clients in excess of the funded target

187 people attended **training in strengths based practice**, working with kids with complex needs

33 children with disability and their families took part in research on the **building blocks for social inclusion**

1200 members of the community participated in the development of a **Northern Rivers Regional Social Plan and Regional Social Profile**.

524 family referrals linked clients to **support services**

60 stakeholder organisations had input into the **Northern Rivers Regional Social Plan**

925 participants took part in **46 training courses**

33 new clients at **Lismore & Kyogle Family Planning Service** (total clients 1524)

Our Board



Board Members



Paul Cruickshank – President

With major interests in sustainability and social justice, Paul believes the region needs a development council like NRSDC to ensure a healthy and informed community sector. Paul is a consultant in natural resources and brings expertise from his current role in community engagement at the NSW Office of Environment and Heritage and previously as a renewable energy coordinator at Department of Environment, Climate Change and Water (NSW).



Glenys Ritchie – Deputy President

Glenys comes to the Board with a long-standing interest in social welfare and equity. As a human resources officer with NSWBusinesslink in the NSW Department of Human Services and also a Lismore City Councillor, Glenys is keen to develop connections between the council and social welfare and advocacy.



Keith Sloan – Treasurer

Giving something back to the community is the main reason Keith decided to jump on the Board of NRSDC. He brings experience and expertise in corporate governance and organisational management.



Russell Trebilcock

Russell's commitment to social justice and equity has seen the retired Federal public servant take on the role of secretary of the community refugee service, Sanctuary Northern Rivers. His main skills are in public administration and the professional development of teachers, principals and public service managers.



Deborah Stafford

Increasing social justice and inclusion in our region is the driving passion of Deborah, who brings skills from her role as community development officer for Safe and Healthy Communities with Clarence Valley Council. Previously Deborah worked with Toowoomba Regional Council as a community development coordinator and with Anglicare Refugee and Migrant Services.



Jennifer Harrison

As an academic and senior lecturer in Accounting at Southern Cross University, Jennifer has experience in grant writing, business management, employment development, financial management, and strategic planning. She comes to the NRSDC Board with major interests in economics and regional development research.



Jennie Dell

Retired Northern Star and Northern Rivers Echo journalist and activist Jennie Dell joined the NRSDC Board to broaden her experience of social justice issues and gain some understanding of the “nuts and bolts” of giving a place and a voice to those who struggle to be seen and heard.



Tony Davies

Tony Davies brings more than 20 years senior management experience in the not-for-profit sector, government and private enterprise to his current role as CEO of NRSDC. Tony has longstanding experience in working in complex social policy environments requiring high-level problem solving skills, advocacy, and sensitive management of both issues and stakeholders.

- Thank you to Michelle McCartney, Liz Gehring and Susan Howland who resigned from the Board in October 2012.



Thank You to A Fantastic Team

Staff Members to 30 June 2013

Andrea Brooks Family Planning Nurse
Angela Lee Temp Admin Assistant
Anita Mansfield Manager Family Referral Service
Ayla Garlick Youth Programs Case Manager, Tweed
Brett Paradise Manager Delivery & Client Services
Chris King Junior Caseworker, Switch
Chris Miller Temp Admin Assistant
Danielle Notara Project Officer, Development & Innovation
Derek Unterburger Operations Manager
Dr Christine Read Family Planning Doctor
Donna Byer Training Coordinator
Eliza Gahan Youth Programs Case Manager, Switch Lismore
Emma Ross Administration Officer & Executive Assistant
Erin Stalenberg Family Planning Doctor
Francina Williams Trainee Administrator
Gabrielle Lavis Casual Caseworker, Switch
Gabrielle Le Bon Project Officer, Development & Innovation
Gary Williams Senior Caseworker, Switch
Dr Gillian Smith Family Planning Doctor
Greg Naylor Casual Finance Officer
Helle McConnochie Volunteer Development & Innovation
Jan Ousby Family Planning Nurse
Jana Hall Operations Manager
Jane Henderson Case Work Leader, Reconnect and Getting it Together
Jeannie O'Carroll Youth Programs Case Manager, Switch Tweed
Joanne Petrovic Switch Team Leader

Kay Davison Family Planning Receptionist
Kate Geary Project Officer, Development & Innovation
Kate Taylor Family Planning Receptionist
Dr Kerrie Stanwell Family Planning Doctor
Leisa Hoffman Lived Experience Project Peer Support Worker
Liina Flynn Communications Officer
Linda Mills Project Officer, Development & Innovation
Linda Wirf Project Officer, Development & Innovation
Meaghan Vosz Team Leader, Development & Innovation
Melinda Plesman Family Referral Service Worker – Grafton
Meril Fisher Contract Communications Officer
Mick Roberts Youth Programs Case Manager, Switch Grafton
Niki Gill Family Referral Service Worker - Lismore
Nicola Lee Family Referral Service Worker – Tweed Heads
PJ Black Caseworker, Switch
Robyn Colliss Family Planning Receptionist
Shazz Gillett Youth Programs Case Manager, Lismore
Sonya Mears-Lynch Youth Programs Case Worker, Clarence
Steve Marriott Youth Programs Case Manager
Steve Smith Services Development Officer
Teri King Lismore Caseworker, Switch
Tony Davies Chief Executive Officer
Tracey Schofield Administration Officer and Executive Assistant
Trish Evans Manager Development & Innovation
Vivienne Watt Finance Officer
Willie Hammond Aboriginal Youth & Community Worker

Staff Members who joined NRSDC after 30 June

Del McAlister Crisis Response Worker
Fran Doherty Family Referral Worker
Kathy Klem Operations Manager
Leanne Woods Crisis Response Worker
Lee Glasby Crisis Response Worker
Martin Bail Accountant
Michelle Connors Crisis Response Worker
Rose Hogan Coordinator StandBy Response Service
Sasha Graham Business Development Manager
Sue Smith Finance Officer



President and CEO's Report

It has been an absolute privilege to work in NRSDC for the past year. Our organisation has worked in partnership with others on a range of programs and projects to support our collective goal of advancing community wellbeing across the region.

It has again been a busy year for NRSDC with continued growth and the introduction of great new programs. We have brought important projects such as the Lived Experience Project to fruition; established new programs such as the Family Referral Service partnership with Interrelate; and commenced innovative new projects such as the Belonging Project for families of children with disability in the Tweed.

Our existing programs have also continued to deliver strong results: our direct services such as Reconnect, Getting it Together and Family Planning have provided vital assistance to families and young people across the region; our professional development program continued to provide local access to quality training; and we worked with a variety of organisations and stakeholders to strengthen services and communities through our HACC Development, Regional Community Services and Transport Development Projects. We also continued our focus on organisational improvements to deliver better outcomes for our communities. Throughout this report, you will see our achievements and highlights over the year.

The focus of our work has been to ensure that vulnerable people and communities across the Northern Rivers are able to access the opportunities and choices that so many of us take for granted.

Collaboration has been a vital ingredient in all of our work. We have built on strong relationships with existing partners and continued to develop new partnerships. In addition to the Family Referral Service partnership mentioned above, important partnerships have included: our collaboration with organisations across the region to sponsor the Community Sector Awards and Ball; joint work to establish and maintain the Northern Rivers Housing and Homelessness Forum; the regional Sustain Transport initiative; and our social planning partnership with Regional Development Australia Northern Rivers to develop a regional social plan. We are delighted to have had the opportunity to work with so many outstanding individuals and organisations. Over the coming year NRSDC will also be exploring further partnerships, including establishing a strong partnership with our fellow youth services provider, Youth Connections North Coast.

We would like to sincerely thank the staff and Board of NRSDC for their hard work, commitment, energy and enthusiasm over the last year. It is through their exceptional contribution that we have been able to do so much.

Paul Cruickshank
President

Tony Davies
CEO

Treasurer's Report

I am pleased to present the 2012–2013 Financial Statements on behalf of the Board. NRSDC has again produced a strong financial result while delivering effective programs and services. NRSDC's overriding financial objective as a not-for-profit organisation is to invest in social development in the Northern Rivers. At the same time we are committed to maintaining employee entitlements and the real value of our equity. NRSDC holds sufficient capital to meet all employee entitlements including potential redundancy entitlements, and has generated a small surplus that maintains the real value (after accounting for inflation) of our equity. This helps ensure that NRSDC is able to continue to work for the benefit of our community long into the future.

As at 30 June 2013, total members equity was \$675,202. This equity is made up of our property at 22 Cathcart St, Lismore; plant and equipment; and cash holdings. Taking into account the recent decline in the property market and on the advice of our Auditors, the Board made a decision in June to reduce the book value of NRSDC's Cathcart St property from \$312,803 to \$222,805. We consider this valuation to be conservative and prudent in the light of current economic circumstances.

NRSDC produced an operating surplus of \$146,318 in 2012–2013. This is a positive result and consistent with a surplus of \$158,313 in the previous year. Taking into account the reduction in value of our Cathcart St property, NRSDC's comprehensive income for 2012-2013 was \$68,680.

I would like to thank our Auditors at Wappett's Chartered Accountants for their assistance and advice in preparing our accounts. I would also like to thank NRSDC's long-standing Finance Officer, Vivienne Watt, who retired in November after a long career in the community sector. Finance officers are the heart of any community organisation and she has made an exceptional contribution to NRSDC. Vivienne very deservedly won the Centre of the Universe Award at the 2013 Community Sector Awards and on behalf of the Board we wish her the best in the next stage of her life.

We welcome Vivienne's replacement Sue Smith into the role of Finance Officer, who brings with her more than 25 years experience in bookkeeping and accounts from a range of community sector organisations as well as other industries. Sue has an Advanced Diploma in Accounting and is currently studying for a Bachelor of Business at Southern Cross University.

Keith Sloan
Treasurer



ADVOCATE

On Behalf of our Community

Throughout the year we continued to meet with State and Federal Government reporting and advocating on local and regional issues. We also worked with our responsive local media to raise awareness, promote services and garner community input and support. These representations have included issues such as:

- the closure of local Telstra call centres
- demand pressure on homelessness and legal services
- local conditions revealed by the Census
- calling for investment in local and regional transport infrastructure
- unmet and growing demand for both social and affordable housing
- impact of changes to parenting payment and inadequacy of Newstart allowance
- impact of increased bus fares
- local youth homelessness
- calling for an increase to the Taxi Transport Subsidy Scheme in regional areas
- local health transport needs
- harnessing community participation in development of the Regional Social Plan
- Pre-Budget statements and responses to State and Federal Budgets



NRSDC worked in partnership with NCOSS to identify measures to achieve a more efficient and equitable health transport system. The report 'Provided There's Transport' documents issues drawn from community consultation and existing literature and identifies action to improve access to health care.

Our two-minute role play highlighting the impacts of transport disadvantage on access to health care was selected by North Coast Medicare Local's inaugural 'Pitch' event and presented at the opening of the new NCMCL Ballina Office and at the Copernican Inversion Breakfast (www.ncml.org.au).

Staff also presented at the National Working for Wellbeing Conference (Brisbane), the National Abuse of Older Adults Conference (Adelaide) and the National Homelessness Conference (Melbourne).

STRENGTHEN

Sector Relationships and Capacity

The **Communities for Children Professional Development Project**

aims to enhance collaboration and provide training opportunities to people working with vulnerable children and families in Lismore and Murwillumbah.

Across the year a total of 187 people attended training in strengths-based practice, working with kids with complex needs, vicarious trauma and burnout, and working with kids who have experienced domestic violence. The Education Centre Against Violence delivered a Certificate IV in Aboriginal Family Health to 22 Aboriginal workers from around regional and rural NSW, and two people were sponsored to attend the National Quality Standards Conference. Workers across the Tweed region also came together in four Tweed Shire Child and Family Forums addressing unmet needs in the region, inclusion for kids with disability, changes to parenting payment and mental health.



Through our **Regional Community Services Development Project**

we continue to work with our community and the sector to build capacity across the region.

In partnership with Regional Development Australia – Northern Rivers, we developed the **Northern Rivers Regional Social Plan** and **Regional Social Profile**. More than 1200 members of the community and over 60 stakeholder organisations, including non-government organisations, government agencies, local media and private sector organisations participated in the development of the plan via: online and face-to-face surveys, community forums, art and writing competitions, integrated planning workshops and short interviews.

A website information repository was created for free and public access to all project information at:

www.regionalsocialplan.org.au



Community members deliberate on critical social priorities at the Grafton community forum in May.



STRENGTHEN

Sector Relationships and Capacity

Cheryl Kernot from the NSW University Centre for Social Impact accepted our invitation to present to 88 local leaders on 'Leadership for Social Impact' focussing on social enterprise and social business models.



Our **Finance Officers Forum** and **HR Managers Group** continued to meet, addressing critical topics like performance management, award transitions and tax concessions. Other workshops delivered included Addressing Challenges in Supervision in the Community Services and Health Sector and Introductory Grant Writing for small NGOs.

Cheryl Kernot speaking on emerging trends in social business at Invercauld House, Southern Cross University, in May.

Our **e-news** was delivered fortnightly to more than 1300 recipients, relaying local, regional and national news, training and sector development opportunities, research reports and grant information.

The **Northern Rivers Housing Forum** membership continues to grow and in partnership with North Coast Community Housing, Youth Connections North Coast and Clarence Valley Council we hosted a very well attended event in Angourie – 'Work Local Think Regional'. The program featured speakers on housing design, planning reform, Aboriginal Housing, homelessness service system reform and more.

2013 also saw the completion of **Community Sector Leaders**, a project that provided:

- leadership development and training to 50 emerging and existing leaders from small NGOs
- mentoring and matching for 40 mentors and mentees, and
- formal coaching sessions with external consultants to 10 emerging leaders.

An independent evaluation highlighted the potential for further sector development in leadership, management and regional collaboration.

“ Thank you so much for the opportunity to have mentoring – it's been brilliant, inspiring and grounding. Just what I needed. **”**

– coaching participant

STRENGTHEN

Sector Relationships and Capacity

The **Transport Development Project** worked with Regional Development Australia – Northern Rivers (RDA – NR) to conduct the **Northern Rivers Transport Survey**. Some 1500 responses were received.

Following a regional Health Transport Workshop (conducted in collaboration with NCOSS), we produced and launched a **Health Transport Report** and the **Northern Rivers Health Transport Directory** with support and sponsorship from NCMCL. (See www.nrsdc.org.au/publications/doc_download/1196-2013-northern-rivers-health-transport-directory.html).

The TDP conducted regular transport information events with more than 100 people attending one event, engaging with transport providers and collecting information. We also continued to maintain the **Going Places** website, secured sponsorship (in collaboration with Sustain Northern Rivers) for the Northern Rivers Transport Guide from local councils, North Coast TAFE and RDA – NR and secured funding for display cases at the Lismore Transit Centre.

Through our **Home & Community Care (HACC) Development Project**, NRSDC continues to

provide a range of support, resources and information services to Commonwealth HACC and State Community Care & Support Program funded services that provide services for older people, people with a disability and carers within the Northern Rivers. It aims to build the capacity of the ageing and disability service sector across the region to deliver responsive, high-quality services.



In 2012-13 we produced and circulated 18 **Ageing & Disability Digests**, conducted specialist training and worked to strengthen service delivery and coordination with individual services and networks across the region.



On November 10, the **2012 Community Sector Ball and Awards Night** brought together 200 community sector workers at Byron Community Centre for a night to remember. For the second year in a row, the awards ceremony recognised and acknowledged the amazing work done by the hard-working staff from hundreds of community organisations on the North Coast. Guests came decked out in glittering costumes to reflect the Ball's theme of A Midsummer Night's Dream.



STRENGTHEN

Sector Relationships and Capacity

NRSDC's Training Program is designed to provide affordable and accessible training and professional development opportunities to people from the region's community services and health sectors.

The Training Calendar and in-house training events delivered 46 courses to a total of 925 participants in the 12 months to June 2013. The annual **Training Needs Survey** indicated that the training offered by NRSDC was relevant, diverse and well received.

“There is a diverse and huge range of education provided. Well done.”
– Training Needs Survey respondent

“You've got your fingers on the pulse, keep it coming.”
– Training Needs Survey respondent

“...the training got staff talking It gave some needed answers.... It would be great to have this training every year.”
– Aboriginal Cross Cultural Awareness trainee

“Very useful in my position to deal with clients with mental health issues and addictions.”
– Mental Health First Aid trainee

“The training component was great and very relevant and helpful, and the discussion that came from that has been very timely ...”
– Note-Taking trainee

More than 150 employees in our regional community services and health sector received **Subsidised Accredited Training** through ACE Community Colleges, completing the Diploma of Management, Cert IV in Leisure and Health, Cert III in Children's Services, or Certificate IV in Training and Assessment.

Working closely with the regional Dementia Pathways Forum and Alzheimers NSW, NRSDC conducted five **FREE Dementia Care Education** courses during the year which were attended by 95 family carers.

“Very well run and informative. This offer to the community on a topic that affects so many people is absolutely worthwhile. I'm totally impressed that this was a free workshop and very glad I came..”

– Evaluation feedback

INNOVATE

Smarter Ways to Build Stronger Communities

Making Lived Experience Count –

In 2012, 28 participants with lived experience of mental illness and recovery completed a Certificate IV in Community Services. Following on from that, in 2013 our Peer Support Worker supported participants through work experience and into employment in the community services and health sectors, with 68% of participants (19) securing jobs by the end of the project. The Project Coordinator developed a Peer Worker Project prototype, sharing lessons learned with more than 50 industry representatives at the University Centre for Rural Health. The project received a letter of commendation from the Australian and New Zealand Mental Health Service Achievement Awards. Project Coordinator Gabrielle Le Bon was recognised with a 'Community Champion' award at the NSW Parliament House as part of the Mental Health Matters Awards.



Peer Worker Leon Beveridge and Project Coordinator Gabrielle Le Bon share lessons learned at Lived Experience Around the Table in June.

The Belonging Project



NRSDC worked with Southern Cross University's Centre for Children and Young People to engage 33 children with disability and their families in Tweed, researching the building blocks for social inclusion. Research methods included children's creative 'mapping' of their preferred places and people, to identify what helps and what hinders kids and families to feel connected and included in mainstream community. Participatory research methods involved a Reference Group, interviews and mapping with kids and families, a family fun day and 'draw listen learn' day with Aboriginal kids and families. 75% of kids identified the beach, river and parks as places they like to go.

“ *All those places they are places kids can all go, they can go there and run around, nobody's going to say 'that kid's screaming', or 'look at them, they are unruly' – no, look at them they are having a good time running around. They are out in the community as well, being part of the community, being accepted for who they are, and what they are, and their culture, and being proud of who they are, and not isolating themselves by not just being home based all the time.* **”**

– Research Participant



DELIVER

Quality & Empowering Services



Reconnect helps young people who are homeless and those at risk of homelessness to become more connected with their family, education, work, training and the community. We do this through mediation, counselling and practical support for the **whole** family. Northern Rivers Reconnect consistently exceeds funded targets and provides a consistently high quality service.

Number of project participants against funded targets 2012-13



In October 2012 Reconnect provided support to a 17-year-old indigenous student who was completing her HSC. Nancy (not real name) was already living out of home in Youth Housing accommodation and requested aid in maintaining her

Abstudy allowance from Centrelink to enable her to maintain her rental accommodation. Nancy had initially left home due to overcrowding in the family home which led to an escalation in conflict with her parents. Over time her relationship with her parents improved and although Nancy remained in independent living her bond with family strengthened. Greater understanding and empathy facilitated by Reconnect resulted in a positive ongoing relationship with family. Nancy was the first in her family's history to complete the HSC. Nancy was keen to continue learning and Reconnect aided her in researching available scholarships for a degree in nursing with Nancy's ultimate aim to become a midwife. Nancy created artworks to help control stress and to feel linked

to her cultural heritage. **Reconnect was able to purchase one of Nancy's award-winning works of art. Nancy used the proceeds of this to purchase a dress for her school formal.** This painting now hangs in our Grafton office.





DELIVER

Quality & Empowering Services



The **Getting it Together** program provides early intervention into drug and alcohol use in the Richmond Valley region. We use a holistic approach to case management and will work with the whole family where possible. For the year 2012-2013 we provided support for 109 individuals – 89 of these were young people and 20 were parent/guardians.

The following case example highlights the importance of collaborative practice:

Brad (not his real name) is a 13-year-old boy who was staying with friends and refusing to go home. Brad had been suspended from school for selling pot, had recently been in trouble with the police for graffiti and was regularly running away from home and spending time with older friends. Engaging with Brad was difficult and the only time I met with him was when I went to his school. The case plan to reduce risks for Brad was predominantly focussed on his family. Brad was not getting along with his mother's partner and would regularly escalate into high conflict. Therefore intervention targeted parenting roles, addressed loyalty issues common in step families and the attachment relationship between Brad and his mother. When Brad was at his father's, conflict was escalating to the point where his father was becoming physically abusive. Intervention supported his father to develop alternate parenting strategies and improve relationship quality. Brad's grandparents were also included in the case plan as a safe place to go to when he refused to be at his parents' houses.

Collaboration between services was fundamental to this case. FaCS was actively involved in ensuring plans were made so Brad was staying somewhere safe. The school was engaged in supporting the case plan and Brad's behaviour at school and the police youth liaison officer was active in meeting with Brad and supporting the family. Difficulties continue for Brad and his family but Brad is now not running away from home anymore and stays with his grandparents, Brad's father is committed to using respectful parenting practices and with increased parental supervision, Brad is smoking less pot. Unfortunately, difficulties at Brad's mother's house were not able to change and he is still struggling at school but risks to Brad's welfare have been significantly reduced.





DELIVER

Quality & Empowering Services



Assisting young people's journey to independence

The **Switch Youth Program** provides intensive, long-term case management to vulnerable young people who are leaving care or involved in the Juvenile Justice system and are facing homelessness. Support aims to secure stable housing, develop independent living skills and knowledge, engage in educational or vocational pathways, reduce re-offending, address underlying issues such as mental health or substance use and tackle the multiple barriers and challenges these young people face.

- 42 young people leaving care and 29 Juvenile Justice clients received support during 2012-13.

Switch works to foster positive relationships with real estate agencies and housing providers to overcome the difficulties that young people face finding suitable, safe and stable accommodation.

Case study:

Max and Ruby (not their real names) were young people leaving care. They entered the Switch program facing imminent homelessness with very limited family supports and no alternate housing options. Switch established them in suitable short-term accommodation at a caravan park while engaging them to source better long-term options. Effective advocacy from their caseworker helped to secure an ideal two-bedroom townhouse with a long lease. They were assisted to set up their new home and explore their options and prospects for the future. Both pursued further education and training and were also supported to undertake specialist help in addressing past issues. The couple has encountered many obstacles and challenges and experienced some turbulent upheavals along the way, but they are now equipped with some skills, resources and resilience developed through 12 months of intensive support and are well on their way to leading lives with independence and positive direction.

The **Stepping Out – Starting Off Program (SOSO)** is an educational and skill development program equipping young people in stable foster care placements to prepare for independent living as they approach leaving care at age 18.

SOSO helps young people explore their educational or vocational options, attain crucial skills and resources and acquire necessary material goods to make this transition possible. It also ensures they have a completed Leaving and After Care plan with their allocated entitlements.

- 8 young people across the Far North Coast were engaged in the three months to June 2013.



DELIVER

Quality & Empowering Services



Family Referral Service – Far North Coast (FRS)

links vulnerable children, young people and their families to the most appropriate support services in the local area that have capacity to provide relevant support. Our model provides a telephone hotline service and face-to-face case coordination support to both families and other service providers seeking support and information.

The service provided 881 occasions of service (referrals and service enquiries) in the first 11 months of operation to end June 2013. It was funded to achieve a target of 485 occasions of service per year.

The Far North Coast Family Referral Service is jointly operated by Northern Rivers Social Development Council and Interrelate Family Centres.

Case example:

A single mother with two boys (4 months and 13yrs) contacted the FRS. The father of the 4-month-old had left the family three weeks prior, leaving the mother with the sole responsibility of paying \$440p/w rent. The mother was unemployed and three-and-a-half weeks behind in rent and verging on losing her tenancy. The FRS supported the mother to access a housing service that assisted her with rental arrears and accessing a more affordable rental property. The mother was further assisted with family support options in her local area including childcare, parenting support options, etc. The mother provided the above feedback via email.

“

I can't begin to explain the weight you have taken off my shoulders. I didn't know how to take the first step or who could help. With your support you gave me all the answers and encouragement to get out of a horrible situation; if not for you I would of given up and slid down the slippery slope into homelessness. Just want you to know how much my boys and I appreciate you being on the other end of that call. Thank you.

”

The Family Referral Service also conducts promotional activity and community capacity development activities. **Connecting Schools to Community Services Forums** were held in Murwillumbah and Lismore. The aim was to increase school staff knowledge of local services in order to provide appropriate early intervention and support to families so as to prevent statutory child protection intervention.

“Very informative – had no idea what was available to support families.”

“It's great to know that support is available for the increasing number of families experiencing difficulties and that we as educators can be a part of the support process.”



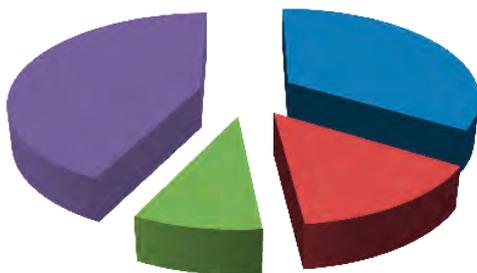
DELIVER

Quality & Empowering Services

Lismore and Kyogle Family Planning Services provide accessible and affordable sexual and reproductive health clinics.

Consultations are provided at no cost to the client, therefore facilitating access to professional and high-quality clinical services in all areas of reproductive health. Consultations are offered as 20-30 minute appointments aiming to educate and provide the most appropriate options to clients.

Lismore & Kyogle Family Planning Services



- Cervical Screening
- STI checks
- Contraception advice
- Other

IMPROVE

To Achieve Our Objectives

A framework to support quality assurance has been developed to consistently measure quality and compliance across the service sector. The framework will ensure services comply with legislation, regulations and meet the quality standards relevant to funding agreements and service models. The external verification process will measure our compliance against Community Care, NSW Disability Service and Australian Service Excellence Standards culminating in a formal audit and accreditation.

In the last year we have committed resources to focus on continuous quality improvement processes, improving:

- Feedback recording, reporting and review mechanisms defining indicators and measures required to effectively evaluate a service or project;
- Project management tracking systems linking project planning, management and review to operational and strategic objectives;
- Operational and service delivery systems by assessing against relevant standards and undertaking internal audits;
- HR processes implementing a centralised HR support network to assist with HR management from recruitment through to exit;
- Risk management framework incorporated into existing systems with organisational and service specific plans in place articulating identified risk, impact and control measures
- IT and communications with a move to electronic case management systems for all services, and centralising IT support;
- Data management systems by implementing specialist quality improvement software;
- Asset management framework and systems;
- Membership with an increase to 81;
- Financial performance returning a sound result in what has been a tough economic climate. Revenue rose from \$3,188,061 to \$4,186,314 with a net equity rise from \$618,517 to \$675,202.

Thank you – Partners and Sponsors



The Belonging Project

Partner: Centre for Children and Young People, Southern Cross University

Funding: NSW Department of Family and Community Services: Ageing Disability and Home Care – Stronger Together 2

Communities for Children Professional Development Project

Partner: YWCA NSW Northern Rivers

Funding: Australian Government Department of Families and Community Services, Housing and Indigenous Affairs

Community Sector Leaders

Funding: NSW Department of Family and Community Services – Community Builders Fixed Term

Dementia Carer Education Program

Funding: Australian Government Department of Health & Ageing and NSW Department of Family and Community Services: Ageing Disability and Home Care

Family Referral Service

Partner: Interrelate Family Centre

Funding: NSW Health

Getting it Together (GIT)

Funding: NSW Department of Family and Community Services

Home & Community Care (HACC) Development Project

Funding: Australian Government Department of Health & Ageing and NSW Department of Family and Community Services: Ageing Disability and Home Care

Lismore & Kyogle Family Planning Service

Funding: NSW Health

Making Lived Experience Count

Partners: DEEWR, ACE North Coast Community Colleges, NSW Department of Education and Communities, CRS Australia, ON-Q Human Resources and On Track Community Programs

Funding: Australian Government Department of Education, Employment and Workplace Relations through the Innovation Fund and Building Australia's Future Workforce

NRSDC Training Program

Funding: Australian Government Department of Health & Ageing, NSW Department of Family and Community Services: Ageing Disability and Home Care and self-funded

Regional Community Services Development

Funding: NSW Department of Family and Community Services – Community Builders Renewable

Reconnect

Funding: Australian Government Department of Families and Community Services, Housing and Indigenous Affairs

Subsidised Accredited Training for Community Services and Health Sector Employees

Partner: ACE Community Colleges

Funding: Community Services and Health Industry Skills Council and the National Workforce Development Fund

Switch

Partner: YP Space Mid North Coast Inc.

Funding: NSW Department of Family and Community Services and the NSW Department of Attorney General and Justice under the NSW North Coast Homelessness Action Plan.

Transport Development Project (TDP)

Funding: Transport for NSW



NORTHERN RIVERS SOCIAL DEVELOPMENT COUNCIL INCORPORATED

30 JUNE 2013

Financial Statements

**NORTHERN RIVERS SOCIAL DEVELOPMENT
COUNCIL INCORPORATED**

STATEMENT BY MEMBERS OF THE BOARD

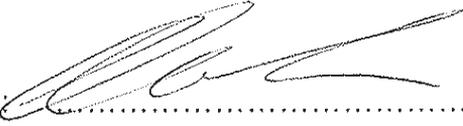
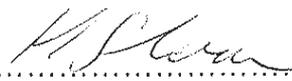
The Board has determined that Northern Rivers Social Development Council Incorporated is not a reporting entity, however is required to comply with the Associations Incorporation Act 2009.

The Board has determined that this 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 2013 and the results of the entity for the year ended on that date in accordance with the accounting policies outlined in Note 1 to the financial statements.
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>Paul Cruickshank</u>	<u>Keith Steen</u>
Signature:	<u></u>	<u></u>
Position:	<u>President</u>	<u>Treasurer</u>

DATED AT LISMORE
DATE: 30 September 2013

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

Report on the Financial Report

We have audited the accompanying financial report of Northern Rivers Social Development Council Incorporated, which comprises the Statement of Financial Position at 30 June 2013, the Statement Of Comprehensive Income, Cash Flow Statement and Statement of Changes In Equity 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 committee of the association is responsible for the preparation and fair presentation of the financial report in accordance with the Associations Incorporation Act (NSW). 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.

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

Independence

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

Auditor's Opinion

In our opinion, the financial report of Northern Rivers Social Development Council Incorporated is in accordance with the Associations Incorporation Act (NSW), including:

- giving a true and fair view of Northern Rivers Social Development Council Incorporated's financial position as at 30 June 2013 and of its performance for the year ended on that date, and
- complying with Australian Accounting Standards - Reduced Disclosure Requirements.

158 MOLESWORTH STREET
LISMORE NSW 2480

DATE: 30 September 2013

WCA audit & assurance services Pty Ltd



Trevor W Graham

Director

NORTHERN RIVERS SOCIAL DEVELOPMENT COUNCIL INCORPORATED

NOTES TO THE FINANCIAL STATEMENTS

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a general-purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act NSW 2009 (The Act) and Class Order 11/01.

The Class Order specifies the measurement and disclosure requirements of the Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board to be applied.

Early Adoption of Accounting Standards

In accordance with s334 (5) of the Corporations Act, the Board has early adopted the following accounting standards:

- AASB 1053 'Application of Tiers of Australian Accounting Standards'
- AASB 2010-02 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements

The Association satisfies the definition of a Tier 2 entity in accordance with AASB 1053.

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 or independent 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 long service leave have been measured at the amounts expected to be paid when the liability is settled, plus related on costs.

NOTES TO THE FINANCIAL STATEMENTS

Long Service Leave 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.

(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) Reciprocal grants

Grants received on the condition that specified services are delivered, or conditions are fulfilled, are considered reciprocal. Such grants are initially recognised as a liability and revenue is recognised as services are performed or conditions fulfilled.

(i) Non-reciprocal grants

Revenue from non-reciprocal grants is recognised when the association obtains control of the funds.

NORTHERN RIVERS SOCIAL DEVELOPMENT COUNCIL INCORPORATED

NOTES TO THE FINANCIAL STATEMENTS

2. Revenue, consisting of

	2013	2012
Grant Income	3,842,984	2,688,399
Contributions	91,661	92,538
Trading / Operating Income	132,985	178,195
Other Income	118,684	228,929
	<u>4,186,314</u>	<u>3,188,061</u>
	=====	=====

3. Expenditure, consisting of

	2013	2012
Wage Payments	1,879,607	1,469,780
Superannuation Expense	151,753	116,027
Leave and Other Provisions	84,482	28,076
Program Partners/Consultants	970,022	372,147
Motor Vehicle Costs	76,533	126,942
Travel & Accommodation	27,350	34,799
Supervision	27,465	11,939
Audit Fee	11,635	13,200
Bank Fees	483	785
Bad debts	-	955
Board Costs	14,702	33,982
Brokerage	71,952	33,419
Business Planning Costs	9,818	-
Building Maintenance	32,117	14,883
Cleaning	19,198	14,134
Client Support	4,355	53,178
Depreciation	49,774	34,959
Utilities & Rates	15,845	11,070
Equipment & Maintenance	20,640	18,410
Insurance	17,997	17,627
IT Support & Maintenance	76,526	43,181
W.H. & S.	2,198	800
Printing / Photocopying	24,218	22,385
Program, Training & Conference	121,940	156,008
Promotion / Advertising	13,351	13,065
Postage / Distribution	3,365	2,827

continues...

NORTHERN RIVERS SOCIAL DEVELOPMENT COUNCIL INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS

3. Expenditure, continued

	2013	2012
Recruitment	18,641	19,756
Stationery / Staff Amenities	8,632	6,522
Security and Storage	5,173	3,433
Subscriptions	10,053	9,060
Sundry	26,092	9,881
Telephone / Fax	65,745	60,877
Website Hosting	156	5,887
Workers Compensation	29,172	21,849
Workplace Training	33,223	30,525
Premises Costs	115,783	217,380
	4,039,996	3,029,748
	=====	=====

4. Movements in carrying Amounts – Property Plant & Equipment

Movements in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the financial year:

	Land & Buildings	Plant & Equipment	Motor Vehicles	Total
	\$	\$	\$	\$
Balance at beginning				
of year	312,803	55,612	207,424	575,839
Additions	-	15,361	95,235	110,596
Disposals	-	-	-	-
Depreciation	(366)	(14,480)	(34,928)	(49,774)
Revaluation	(89,633)	-	-	(89,633)
Carrying Amount				
at the end of the year	222,805	56,493	267,730	547,028

The land & building carrying value was based upon an independent valuation in 2013 on the basis of market value. A revaluation decrement of \$89,633 was recorded at 30 June 2013.

NORTHERN RIVERS SOCIAL DEVELOPMENT COUNCIL INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS

5. Related Party Disclosures

	2013	2012
	\$	\$
Key Management Personnel Compensation		
Short Term and post employment Benefits	242,941	241,251

Key management personnel is defined as the Chief Executive Officer and the Managers of the major program streams.

Family Services

Youth Services

Advocacy

Housing

Mental Health

Ageing

Disability

Health

Transport

NRSDC

Advancing Community
Wellbeing

www.nrsdc.org.au

Phone: 6620 1800

