



Annual Report

2013-2014

Advancing Community
Wellbeing





ACKNOWLEDGMENT OF ABORIGINAL CUSTODIANS

NRSDC acknowledges all the tribes within the Bundjalung, Yaegl and Gumbainggir nations who are the traditional custodians of the land which comprises the Northern Rivers.

Front cover image: Belonging Project - kids art workshop.

Words: Geof Webb
Graphics: Annette Deal

Purpose, Vision & Values

OUR PURPOSE

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

Advancing community wellbeing

OUR VALUES

NRSDC applies the following values in our work:

Integrity:

We will act honestly, openly, consistently and in accordance with the aims of NRSDC.

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.

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Regional Snapshots

Almost **14%** FEWER YOUNG PEOPLE in our region complete Year 12 compared to the NSW average of **52%**. Those who do not are almost twice as likely to be unemployed than those who do.

6.5% of us live with a disability, compared to **4.9%** of the NSW population as a whole! It is challenging to ensure that services are accessible to everyone in our community, to enable them to reach their full potential.

3 of 7 LGAs in our region are ranked within the **15 most disadvantaged communities in the State** according to the Socio-economic Indexes for Areas (SEIFA).

4.2% of our population is of Aboriginal or Torres Strait Islander heritage which is significantly **higher** than the NSW average population of **2.5%**. This population is less likely to complete Year 12, more likely to be unemployed and has a lower life expectancy than their non-Indigenous counterparts.

Income levels are generally lower than the NSW state average.

Median household incomes in the region are **69%** of those for NSW and **53%** of our households earn less than **\$1,000** per week compared to **38%** for the whole of NSW.

Bus fares are TWICE the price of Sydney fares for an equivalent journey.

While **7 in 10** respondents to a recent SNR transport survey drove cars for non-work journeys, **more than half said they couldn't make trips due to cost or lack of transport.**



A third of our population depends on the private rental housing market and median weekly rental cost for a 3 br dwelling in our coastal LGAs is **\$440** compared to **\$430**² for Greater Metropolitan Sydney and **\$300** for non-metropolitan NSW. **Public/social housing comprises only 2.5% of all housing in the region with expected waiting times for most areas exceeding 10 yrs.**³

1 in 5 homeless people in NSW who are 'sleeping rough' are in the Northern Rivers.

20% of our population is **65 years** or older compared with **15%** for NSW and **we have fewer aged (high) care places per thousand** than the NSW average and growing demands on services.

Children in 5 of 7 of our LGAs are more likely to be **developmentally vulnerable** (on physical health and wellbeing measures) than children in the rest of NSW.

Unless otherwise stated, these figures are taken from the Northern Rivers Social Profile 2013, which was developed by RDA-Northern Rivers in partnership with NRSDC. Available from www.nrsdc.org.au ¹Australian Bureau of Statistics 2011 Census of Population and Housing using Table Builder 18/11/14 ²NSW Rent & Sales Report No 109, Department of Family & Community Services ³www.housingpathways.nsw.gov.au/How+to+Apply/Expected+Waiting+Times/Mid+North+Coast+and+Northern+NSW.htm accessed 19/11/14

Far North Coast Family Referral Service



Our FRS supported a young family with an infant girl with cerebral palsy.

The Jensen family (not their real name) relocated to the Northern Rivers. Mary, their youngest child is fed via a PEG (stomach) tube. She is at high risk of respiratory problems and susceptible to pneumonia and aspiration of her stomach contents. Mum and dad were having difficulty finding the supports and services they needed to establish their family and settle into the community.

They were physically and emotionally exhausted from caring for Mary 24/7, who can have extended periods of sleep deprivation, impacting the entire family.

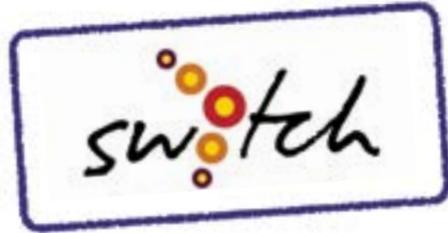
The Jensens requested support to cope with the situation. Mum and Dad had given up their jobs to care for their daughter so they were also suffering financial hardship.

Our Family Referral Service coordinated the services that had started to come on board, mapping out who was doing what and applying for additional respite. Funding was sourced for two nights respite per week and 30 hours daytime respite for three months. This took the pressure off the parents, who were able to catch up on sleep, pursue some employment opportunities and engage in some normal day-to-day activities with their other child.

"Thank-you FRS. We are extremely grateful for your support and wished we had been able to access such a service where we lived before. We don't think we could have navigated this very complex system without you." (PK. Father)



Youth Programs



Switch programs aim to prevent homelessness and build young people's capacity to live independently, and engage in life and with the wider community.

Young people today face many challenges on their journey toward independent living. Those who have been in the Out-of-Home-Care and/or Juvenile Justice System face more than most. The effects of childhood trauma, limited family and social support, disengagement from mainstream education, problems with substance use and mental health issues impinge upon their quality of life.

From May 2011 – July 2014 SWITCH provided support to young people aged 16-24 previously in or leaving the NSW Out-of-Home Care system and young people aged 14-19 in the NSW Juvenile Justice System, including those exiting detention centres.

NRSDC worked with consortium partner YPSpace Mid-North Coast to provide the service from the Tweed Valley to Taree. During 2013-14 the

consortium supported 60 young people leaving care and 39 from the Juvenile Justice System who were facing homelessness, bringing the total number over the life of the program to more than 200.

Re-offending rates for young people engaged in the Juvenile Justice program dropped from 40% to 30% in the Mid and Far North Coast regions. In the absence of consistent or constructive family support, many young mums (some still pregnant) engaged with the program to develop essential parenting and life skills.

"It's wonderful to see young people with multiple layers of social disadvantage who might otherwise continue to be caught up in the justice system, or never get over the negative effects of the care system – realise they have an opportunity to switch direction and develop a positive vision for their life." Steve Smith, Manager Switch Programs.

Funded by the NSW Homelessness Action Plan, the SWITCH program was part of the National Partnership Agreement on Homelessness.



Getting it Together (GIT)

supports young people aged 12-24 who have problematic drug and/or alcohol use.

In 2013-2014, NRSDC supported 108 young people, bringing the total number of young people who have accessed the program to an estimated 600 since it started in 2008. Almost half of the young people supported were Aboriginal which was aided by the 'Smart Recovery Groups' sessions provided to schools by team member Willie Hammond and received great feedback.

Increased drug use by young people is usually accompanied by sporadic school attendance and/or disconnection from home. Although the target group for this program includes young people aged 12-24, referrals in the Northern Rivers tend to be young people aged between 12-16.

Early onset substance use has been associated with a range of negative consequences including developmental impairment, deficits in learning ability, increased risk of violent victimisation, poor physical and mental health and more positive expectancies towards other drug use¹.

OUR MODEL

Through counselling, case management and group work, **GIT** supports young people and their families to prevent their substance use becoming entrenched, enabling them to **reconnect** with school, community and family.

A holistic approach focusing on relationships has been found to most effective with this client group². Our focus is therefore not on drug use specifically, but on working with young people to improve supportive relationships with family and friends and to help them engage in sustaining activities and/or education and training. In most instances improved engagement with community and supportive relationships leads to a marked reduction in drug and alcohol use.

Other interventions include working with groups of young people in schools. Groups begin addressing drug use issues but quickly evolve into a forum where young people can safely explore issues that are alienating them from family or community.

108 young people supported in 2013-14
600 young people supported since the program began

¹Crano, W. D., Siegel, J. T., Alvaro, E. M., Lac, A., & Hemovich, V. (2008). The at-risk adolescent marijuana nonuser: Expanding the standard distinction. *Prevention Science*, 9(2), 129-137.

²Hawkins, J. D., Brown, E. C., Oesterle, S., Arthur, M. W., Abbott, R. D., & Catalano, R. F. (2008). Early effects of Communities That Care on targeted risks and initiation of delinquent behavior and substance use. *Journal of Adolescent Health*, 43(1), 15-22.



Reconnect

provides early intervention services to young people aged 12-18 to prevent family conflict, breakdown and family violence, the leading causes of youth homelessness³.

Our staff have supported 2,240 families since 1997 through the Reconnect program, 110 in the last financial year. Five NRSDC case managers work with young people and families across Tweed, Ballina, Lismore, Casino, Kyogle and Grafton LGAs.

Outcomes for 2013-14 include: 95% of families partially or fully met their family functioning and engagement goals; 97% of young people achieved

their individual goals; 93% of young people reported improvement in their lives at the end of their support; and 80% of young people reported improved accommodation at the end of their support.

The program's primary aim is to prevent youth homelessness through early intervention, however it is increasingly common to receive referrals for families facing complex and entrenched barriers to family reconciliation. Supporting families provides all kinds of benefits to young people, families and the community. However, providing the service and facilitating changes that make a difference to

families and young people is becoming ever more challenging.

Reconnect guides young people aged 12-18 and their families through counselling and family mediation to increase their capacity to live together.

2,240 supported by the program to date
FAMILIES

³AiHW 2013. Specialist homelessness services 2012-13. Cat. no. HOU 273. Canberra: AiHW.

110 families were supported by Reconnect in 2013-14

Family Services



Far North Coast Family Referral Service (FRS)

The FRS brings together families, support services and community resources to keep children and young people safe.

FRS aims to build the capacity of families to keep their children safe. It works in an early intervention and prevention framework, assessing needs and supporting families to access local services, which can be very challenging for isolated families in rural and regional areas.

It often works with families who would not normally receive such services as they do not meet the threshold requiring a Statutory Child Protection intervention.

In 2013-14, the FRS exceeded its annual performance target of 485 occasions of service by 12%, up 25% from the previous year. The total number of referrals and service enquiries was 1,105.

Funded by NSW Health Kids and Families, FRS is delivered in partnership with Interrelate. Covering the two organisations, 11 staff work across the seven LGAs of Tweed, Kyogle, Byron, Ballina, Lismore, Richmond Valley and Clarence Valley.

"The most rewarding part of this job is supporting families and witnessing their resilience overcoming hardship and multiple barriers."

Patrick Deegan, FRS Program Manager.

The NSW Family Referral Service evolved from a recommendation in the 2008 Special Commission of Inquiry into Child Protection Services in NSW led by The Hon. James Wood AO QC.



StandBy Response Service NSW North Coast (SRS)

SRS commenced in October 2013 to provide an immediate, reliable and coordinated response of support and assistance for people bereaved through suicide.

The program provides support to individuals, families, friends and associates, witnesses, communities, workplaces and schools.

Almost 2,500 Australians suicide each year. The crisis and tragedy of suicide creates trauma that deeply affects individuals, families and communities, therefore early and co-ordinated access to appropriate services is paramount.

SRS provides support from Tweed to Port Macquarie and about 150km inland from the coast. Support is provided by up to 10 crisis response team workers (on an 'as needs' basis) facilitated by a 24/7 Co-ordinator.

"Walking alongside people during a significant time in their lives is a real privilege." Rose Hogan, Program Co-ordinator

Since commencement 36 suicide notifications have led to 18 interventions. Training sessions with more than 125 stakeholders – some with a lived experience of suicide bereavement – enhanced community understanding. Raising awareness and sharing a vision of community respect and support for the health and well being of those bereaved through suicide has been a key outcome of the program to date.

This program is supported by the National StandBy Response Service and United Synergies, who gratefully acknowledge the funding provided by The Australian Government.



"I have become very aware of what the bereaved go through as well as the ripple effect and we must look after ourselves"

(StandBy Response Training Participant)

36 Suicide notifications have led to **18** interventions

More than **125** stakeholder training sessions attended

FAMILY PLANNING SERVICE



This service is supported by NSW Health Northern NSW Local Health District.

Lismore and Kyogle Family Planning Service

NRSDC began providing family planning services in the Northern Rivers in 1979, making it one of our longest running programs.

During the 2013-14 year, almost 1,600 women and their partners accessed the program, which provides accessible clinical sexual health and reproductive services for the Lismore and Kyogle areas.

In a region with many social and economic challenges, this service is bulk-billed, ensuring it remains affordable to people from vulnerable communities who would struggle to afford them.

We particularly welcome young people, those from Aboriginal and Torres Strait Islander heritage, people on low incomes, those living with a disability and members of the LGBTI community.



Development & Innovation



Community development and capacity building

NRSDC works with communities to share knowledge, strengthen community participation and increase access to information and services. We work in geographic communities and communities of interest – people who share a common interest or identity.

Building inclusion for kids with disability and families in Tweed

In 2013-14, the Belonging Project moved from research into capacity building with a number of community activities in mainstream settings involving kids with a disability and their families. These included: the inaugural 'Belonging Award' for Tweed Shire Council's Inclusion Awards; the scoping and consultation for a Homework Club for Aboriginal kids; establishing 'The Zone', an informal space for parents of kids with disability to connect and build social networks, share resources and build skills, in partnership with Northcott; and the Building Bridges Forum, aimed at building capacity of parents and service providers to support the transition of kids with disability into school and mainstream community. This was undertaken in collaboration with FSG, Tweed Ballina Byron Inclusion Support, The Family Centre, and Shaping Outcomes.



"What am I looking for? A sense of belonging and a sense of normality ... not [being] the only one."
Parent participant at The Zone.

Capacity building with Aboriginal communities

We were honoured to work with Clarence Valley Council and local Maclean Elders to co-design and facilitate the Ngalgan Ngarrangi Yaegl Community Leadership Program. The program comprised two days of storytelling, art, conversations and connecting about leadership challenges and personal leadership development planning. We look forward to future opportunities to work collaboratively with local Elders.



Transport development

Our Transport Development Project continued to provide transport information and resources to people across the region. We produced 15,000 copies of the *Northern Rivers Transport Guide*, distributed the 2013 Northern Rivers Health Transport Directory to GPs and other services and conducted five local transport information expos.



15,000 Copies of the Transport Guide were produced



Other social inclusion community activities

Accessibility and inclusion is not just about distance. With a significant – and ageing – LGBTI community in the Northern Rivers, we promoted and participated in a number of activities and events to raise awareness and support for this community; for example, a Legal Issues and Older LGBTI People Workshop and a regional Q&A to raise awareness and support for this community.

Through collaboration with the Dementia Care Outreach Service our Training Program expanded its Dementia Care Education Program to provide seven local information sessions, bringing together 83 people caring for people with dementia.

100 women, girls and men attended the International Women's Day event organised with other agencies.



For International Women's Day 2014, we collaborated with local agencies including Northern Rivers Womens and Shildrens Services Inc. (NORWACS), Lismore City Council, Interrelate, YWCA Northern Rivers, Youth Connections North Coast, Family Support Network and Women Up North Housing to host an event at Palate at the Gallery Café in Lismore that was attended by more than 100 people. The aim was to raise awareness of womens' and girls' experiences of poverty and violence, and to celebrate our extraordinary local women.



Sector and professional development

Community services and health is the largest growing employment sector in the Northern Rivers.

Our Development and Innovation Team works to support a vibrant, responsive and effective human services system that meets local needs and builds the health and wellbeing of our communities.

Ageing and disability sector support

During the year, we supported the transition to new models of funding, new standards and policies, and innovative approaches to emerging trends.

We shared our learning from regional, State and National conferences – including the National Disability Service Conference *The Future Ain't What it Used to Be*, NSW Community Care Issues Forum and HACC Development Forum – via monthly *Ageing and Disability Digests*, the interagencies and other networks such as the Social Support Network, BLAB, On Focus Communities in Practice and regional and cross-regional forums.



NRSDC's Ageing and Disability Regional Forum in June 2014 attracted more than 90 people from government, non-government and for-profit agencies. The Healing Voices Choir set the scene with a focus on the lived experience of people in our communities and were followed by speakers from the Council of the Ageing, Department of Social Services, NSW Family and Community Services, R.E.D. Inc, Far North Coast Ability Links, North Coast Medicare Local, the Elder Abuse Helpline and ACON Northern Rivers.





1,300
STAKEHOLDERS
SUBSCRIBE to the
fortnightly sector
ENEWS

Continuing our focus on the involvement of people with lived experience in the design, delivery and evaluation of community sector programs and services, we co-facilitated an Assets Based Community Development workshop with Peter Kenyon, to understand and build capacity for employment of people with disability in our sector. The workshop attracted over 30 sector organisations and people with lived experience. We participated in CRS Australia's Personal Networks Project, supporting young people into real jobs through activating personal networks, and participated in North Coast TAFE's National Disability Employment Initiative.

Professional development and training

We delivered 38 courses to more than 750 participants in the Communities for Children Professional Development Project, Home and Community Care (HACC) Training, Dementia Care Education and NRSDC's training social enterprise. We increased our focus on learning transfer and understanding the impact of our short courses; and diversified our programs to introduce peer-presented workshops on hot topics such as hoarding and squalor. 2013-14 also saw many of our customers calling for support to arrange quality trainers to provide intensive, in-house training to their staff teams.

"Great to be reminded that it is the small things that make a difference. e.g. a smile or nice gesture"
Tweed Inclusive Education forum participants



300
ATTENDEES
at the Northern
Rivers Community
Sector Ball and
Awards

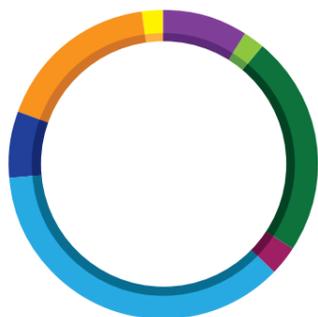
- Tweed Inclusive Education Forum (with the Southern Cross University Centre for Children and Young People) where 25 teachers engaged with the research from our Belonging Project to develop their understanding of what helps and hinders inclusion of kids with disability in schools.
- Research presentation at the Centre for Applied Disability Research Conference on the building blocks of social inclusion for kids with disability and their families, with Dr Sally Robinson (SCU Centre for Children and Young People).
- Compassion in the Workplace workshops (with the University Centre for Rural Health).
- Keep Them Safe capacity building workshops for more than 100 participants in Lismore and Tweed.
- Facilitating planning and consultation sessions with Early Intervention providers across the Northern Rivers and the Clarence Valley Housing and Support Interagency.

2013 Community Sector Ball and Awards

Once again NRSDC hosted this event to celebrate the extraordinary contribution, innovation and impact of our community services organisations and the people who deliver programs and services every day in our communities.

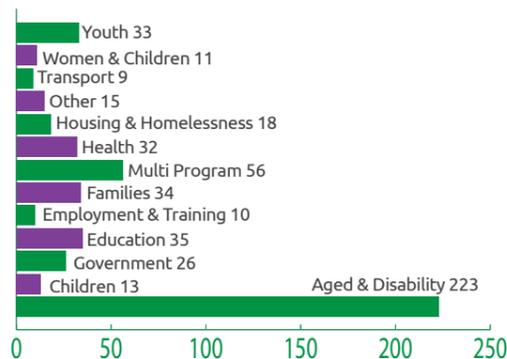
In 2013 we had over 300 people from our sector across the region, and the event was made possible through sponsorships from ACE North Coast, Multitask, Interrelate, Nortec, North Coast Medicare Local, North Coast Community Housing Company, Mission Australia, and Meridian Community Services.

Location of training participants



- Ballina 9%
- Byron 2%
- Clarence 23%
- Kyogle 3%
- Lismore 36%
- Richmond Valley 7%
- Tweed 17%
- Outside Region 2%

Training participants by sector



Capacity Building

Our Development and Innovation team works across multiple projects to build integration, cohesion and collaborative responses to emerging trends in communities.

This includes facilitating a Human Resources Network, the Tweed Shire Child and Family Forum and the Northern Rivers Housing Forum. We support the sector through a fortnightly enews about community events, training, sector trends, regional, state-wide and national sector news, and new funding opportunities. Our newsletter is distributed to more than 1,300 subscribers. We also joined two new projects, the Homelessness Action Group and the Disability Action Group, which have been formed by The Alliance of North Coast Medicare Local, the Department of Family and Community Services (FaCS) and the Northern NSW Local Health District.

Collaborative projects with stakeholders during the year:

- Mental Health 'Link' forum (with North Coast NSW Medicare Local and more than 50 representatives from NGOs, both government and community) to improve mental health services in the Tweed Valley, resulting in the establishment of the Tweed Valley Mental Wellbeing Alliance.



750
participants
attended
38
NRSDC
TRAINING
COURSES

Regional development and advocacy

Understanding and sharing information on the region's social and economic conditions supports policy change and the commitment of resources to the region. It also encourages collaborative planning and delivery of local initiatives.

Transport Development Project

Transport remains a significant development issue in the region. Our Transport Development Project continues to: gather and present regional transport data; bring together expert advice; raise awareness at a regional and State level; and secure additional transport resources.

Key achievements:

- Publication of the 2013 Northern Rivers Transport Survey – in collaboration with Sustain Northern Rivers partners.
- Hosting a Casino-Murwillumbah Rail Corridor workshop and three stakeholder engagement events.
- Supporting Kyogle Transport Working Group to secure an additional Urbenville-Woodenbong-Kyogle bus service.

100
citizens attended
the two
pre-election
**MEET THE
CANDIDATES
forums**

"I took a group of 12 young people, mostly Aboriginal young fellas, to appear before a NSW Parliamentary Committee on Social Issues addressing the topic: 'The affects of alcohol use & advertising on adolescents'. The MLCs on the committee commented that they had never had the opportunity to meet Aboriginal teenagers before & hear their real life experiences - especially being so eloquent, honest & confronting."

Steve Smith, Manager, SWITCH.

- Securing funding for local councils to deliver three new accessible bus shelters.
- Improving safety and amenity in a transit centre through service co-location.
- Providing input on workplace travel to a local precinct redevelopment.

Regional planning

The key achievement in regional planning this year was the production and launch of the *Northern Rivers Regional Social Plan 2013-2018*. Developed in partnership with RDA-Northern Rivers and informed by 1,200 community representatives, the plan is the culmination of more than 12 months of planning, research and consultation. The process was informed by the *Northern Rivers Social Profile*, in which publicly available data was supplemented by the results of a community well-being survey developed especially for the project. Almost 100 participants attended the launch who were entertained by the supersonic sounds of local all ability band, Tralala Blip. The launch was also an opportunity to farewell our collaborator and colleague, Katrina Luckie from RDA-Northern Rivers.

"The plan provides a single point of reference to guide program development, service delivery and social inclusion outcomes."

Katrina Luckie, former CEO, RDA Northern Rivers

Regional advocacy

Throughout the year NRSDC met with State and Federal Government representatives, responded to government inquiries, attended consultations and reported on regional issues. We worked with supportive local media to raise community awareness, promote community services and seek support and input to our research and programs. Through more than 113 media 'appearances' and comments, NRSDC commented on a wide range of topics, including:

- Commission of Audit Report
- Mandatory Work for the Dole
- Commonwealth and State budgets
- Welfare reforms
- Childhood disadvantage
- Changes to superannuation
- Promotion of local services and programs
- Regional poverty and response to the ACOSS Poverty Report
- Transport costs and access
- Regional homelessness
- Affordable rental housing supply

113+

media 'events' that allowed us to comment on IMPORTANT ISSUES



Pre-Election Forum: Richmond



Key Sponsors:

Australian Government
Department of Education,
Employment and Workplace
Relations and
National Australia Bank

Sponsors:

Apartments Inn, Belongil Bistro,
Byron Beach Café,
Byron Shire Echo, North Coast
Medicare Local,
Meridian Community Services,
North Coast Community Housing
Company, Nortec, The Northern
Star, RDA-Northern Rivers,
Southern Cross University,
Summerland Credit Union,
Youth Connections North Coast

We also provided advocacy for, and awareness raising of, regional issues through our membership on State working groups and boards including:

- Council of Social Service of NSW (NCOSS) Regional Forum, Transport Policy Advisory Group, Sector Development Policy Advisory Group and Board membership
- Shelter NSW
- Forum of Non Government Agencies (FONGA)
- Going Home Staying Home Panel of Experts

Pre-Election Forums

Almost 100 people attended the 2013 pre-federal election 'Meet the Candidates Forums' hosted by NRSDC and The Family Centre in the federal electorates of Page and Richmond. These forums provided the opportunity for people to voice their concerns about current social issues and hear how candidates planned to address these challenges if elected, and their visions for the Northern Rivers.

Social Enterprise Symposium

Following consultation with key stakeholders in community service organisations, government and philanthropic foundations/organisations, NRSDC delivered a Social Enterprise Symposium in November 2013 to showcase new models for advancing community wellbeing and achieving real, sustainable social impact. Held at the Byron Bay Community Centre, the symposium included a business breakfast, delegate's dinner and a one day conference attended by over 140 government, non-government, community, academic and business representatives across the Northern Rivers.

Speakers from around Australia represented the Centre for Social Impact, Queensland Council of Social Enterprise, Social Traders, The Benevolent Society, Macleay Regional Cooperative Ltd, Spacecubed, NAB, School for Social Entrepreneurs, NetBalance, University of Western Sydney, MiHaven Construction and Forester's Community Finance. Clips from the symposium can be viewed on NRSDC's YouTube channel.

"I think social enterprise is the answer to a lot of questions around Indigenous employment. I believe there is a lot of creative energy on the communities and given the right structure and the right information, the communities will actually start social enterprises that benefit themselves and their families in generations to come." Jan Levy.

Organisational development and innovation

Our Development and Innovation team works both internally and across the region to improve our capacity to plan for the future, capitalise on our strengths, build resilience, and respond more effectively to issues that cause disadvantage or exclusion in our communities.





NRSDC Organisational Development

In 2014 NRSDC has invested significantly in organisational development to build our capacity for social impact, including participating in *Collective Impact 2014* conferences, workshops on cooperative models for inclusive employment generation, and partnering with NCOSS and regional community service organisations to research the economic impact we make in communities. These organisational learning opportunities have led to a shift of focus toward outcomes planning and social impact evaluation for our Development and Innovation branch.

New partnerships and consortia

In response to fundamental shifts in government funding and social impact investment within the community services and health sector, NRSDC has invested significantly in developing new consortia and partnerships.



During 2013 we made the decision to merge with Youth Connections North Coast. In addition the North West Alliance was formed in 2013 as an alliance of regional non-government organisations. The Alliance has over 40 years' experience working in rural and regional communities, building social capital and community wellbeing, experience in community development, and building social inclusion. Partners include NRSDC, Mid Coast Communities, Pathfinders, CareWest, Intereach and Murrumbidgee Medicare Local. Born from our shared values, North West Alliance was established over months of collaboration, scoping our similarities and differences, based on a belief in the positive social impact that can be achieved together. North West Alliance was successful in tendering to deliver Ability Links NSW in 2014, and is now looking to other opportunities that enhance the connection of people in regional NSW to resources, knowledge and opportunities in their communities, and that empower them to live the life they choose and reach their full potential.



Similarly, Communities North Consortium was formed to meet the unique challenges of restructure and reform of housing and homelessness services under *Going Home Staying Home*. Communities North includes: NRSDC; The Family Centre; North Coast Community Housing Company; Youth Connections North Coast; Rekindle the Spirit representing the Aboriginal Wellbeing Alliance; North Coast Women's and Children's Services; North Coast Medicare Local; Byron Bay Community Centre; Murwillumbah Community Centre; and St Vincent De Paul Society NSW. Communities North has been successful in tendering for three packages of funding to support young people, people with complex needs, and adults who are homeless or at risk of homelessness in the Northern Rivers.

FUNDING SOURCES FOR DEVELOPMENT AND INNOVATION PROGRAMS

1. Ageing & Disability Sector Support: The Australian Government Department of Social Services and NSW Department of Family & Community Services, Ageing Disability and Home Care.
2. Communities for Children Professional Development Project: The Australian Government Department of Social Services and YWCA NSW.
3. Regional Community Services Development Project: NSW Department of Family & Community Services
4. The Belonging Project: NSW Department of Family & Community Services, Ageing Disability and Home Care
5. Transport Development Project: NSW Transport.
6. Sector Training and Professional Development: A social enterprise with partial funding from The Australian Government Department of Social Services and NSW Department of Family & Community Services.

Regional Planning for Social Impact

How a new focus on regional planning and social impact is aiming to reduce dependence on community services.

Northern Rivers Social Development Council began in the 1970s as the Richmond-Tweed Regional Council for Social Development, and has grown from one employee to become a lead agency and regional voice for social inclusion and community wellbeing. Its reach now extends well beyond the Northern Rivers into many parts of the State as it forges new alliances and consortia with like-minded organisations around regional NSW.

From its early focus providing family planning support to women in the region, NRSDC now provides innovative regional community and sector development, front line services, and advocacy on a wide range of topics including homelessness, transport disadvantage, ageing, disability, employment, poverty and the needs of young people, families and children at risk of social exclusion and disadvantage.

NRSDC's vision 'to enhance community wellbeing in the Northern Rivers region' has remained constant, in a region with lower than average wages, high unemployment and under-employment, higher than average housing costs, higher numbers of people excluded from participation in social and economic arenas, including people living with disability, and the changing support needs of an ageing population.

Our focus is on social impact.

"How can we better empower the most disadvantaged members of our community to make their own decisions. to live independently, successfully and sustainably?" CEO Tony Davies.

"Keeping our governance and decision-making local is important... cut backs in budgets mean funders are seeking best value for money, and the challenge for the sector is to keep resources at the front line and not in the back office. In that regard we have a leading edge on some large national providers because we are small, we know at first hand what our local needs are and can respond to them quickly and effectively" Tony Davies.

Months of work during the year identified and secured new alliances and partnerships, to work collectively for the community's benefit. As part of this approach NRSDC and Youth Connections North Coast, as the regions two leading youth services, made the



decision to join forces in the coming year.

A new best practice framework for program delivery is in development under the leadership of Jane Henderson, Program Manager for Reconnect and Getting it Together. The framework is documenting 'what works' based on evidence, not personal preference. "In what used to be called 'welfare' services" says Jane, "success was traditionally measured by 'inputs', for example the number of client visits, case meetings or leaflets distributed. We have moved from measuring inputs to achieving real outcomes, and while funders still require us to meet certain targets, we're basing our evaluation on the positive changes experienced by the people who access our services."

"We're also focussing more on the impact of our professional development courses."

says Director of Innovation and Development, Trish Evans, "for example we involve individuals with lived experience to assist in course development and delivery, and through follow-up surveys months after participant attendance to see how knowledge transfer has been practically applied in the workplace."

These are necessary improvements for the sector

as staffing levels are reducing and employers need to achieve the best outcomes for service users and workplace outcomes for staff.

Strategically, the organisation is increasing its focus on 'social impact' not just for our region but for regional communities everywhere, investigating how new models of funding beyond government grants, such as: social enterprise; social procurement; social impact investment; philanthropic funding; crowdfunding and collective impact, can be harnessed for social change. These ideas were central to the NRSDC Social Enterprise Symposium at Byron Bay last November, when representatives from projects all over Australia brought these ideas to life for an audience of local decision-makers.

Creating social impact is also the theme of the *Northern Rivers Social Plan 2013-18*. The aim was to create a community-owned and evidence-based regional social plan that included the voices of the community; identified regional community development priorities and initiated key actions to address identified priorities. That hard work has been done, the plan was launched in January 2014.

Promoting Sustainability

On 19 May 2014, the NRSDC Board ratified the organisation's Sustainability Policy. It commits the organisation to continually improving its social, cultural, environmental, economic and organisational sustainability; and ensures its own good practice is formally recognised within the organisation's wider operating framework.

NRSDC has engaged in 'green office' practices for a number of years, from the 'little things' such as double-sided printing and copying as standard and encouraging staff to have a dedicated 'recycle bin' at their desk, to investing solar power at our head office, and a fuel efficient fleet of diesel motor vehicles. The organisation pays careful attention to ensuring lights and equipment are turned off when not in use and that doors and windows are used to control room temperature rather than relying solely on heating and air-conditioning.



Promoting working from home reduces fuel consumption and improves work-life balance for staff who live some distance from the office. Car-pooling to meetings, using the 'pool bike' for short journeys, and providing staff with access to online meeting technology to reduce long trips to meetings where possible, are other ways the organisation's environmental footprint is reduced.

NRSDC also convenes Sustain Transport on behalf of Sustain Northern Rivers, which has developed initiatives such as the *Sustain Northern Rivers Transport Survey* published in March 2014. Sustain transport also regularly advocates for improved public and active transport solutions in the region.

Corporate Services



Corporate Services provides infrastructure and support to NRSDC staff across all programs, enabling them to work efficiently and effectively with the best possible support and resources.

This role brings great rewards for the Corporate Services team including providing diversity in their roles, and opportunities to build relationships with staff and better understand the organisation's work across the whole array of programs and services.

"This year we've had to support new services to hit the ground running. Sometimes the time frames are short. We're a can-do team who loves a challenge."

Jana Hall, Corporate Services Director.

19
NEW STAFF
were
recruited

24
FLEET
VEHICLES
MANAGED

43
NEW
organisation-wide
policies
developed

As the needs of the organisation grew in 2013-14, we restructured from four general administrators to 10 specialist roles providing the full gamut of corporate support including Human Resources, Information Technology, Property and Assets, Finance and, of course, Administration. Marketing and Communications will be added in the 2014-15 Financial Year.

There were no dull moments for this team, who list among their **key achievements for the year:**

- relocating NRSDC's three Lismore offices into one space at Killclare House.
- recruiting and providing orientation for 19 new staff.
- setting up four new offices, two in towns with no previous NRSDC presence.
- transitioning the organisation to cloud-based computing, allowing front line staff to access their files and emails on the road and to enable telecommuting for office - based staff.
- maintaining a fleet of 24 vehicles.
- developing a suite of 43 new organisational policies, in collaboration with The Family Centre, and Youth Connections North Coast.
- organising the 2013 Community Sector Ball.
- winning a National ITAC Award for quality software implementation.

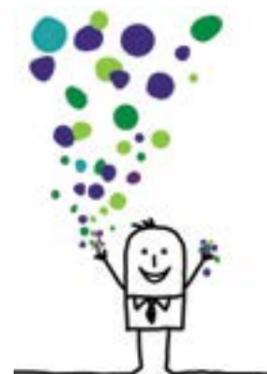


Our amazing team for 2013-14

The work of NRSDC could not be carried out without the efforts of a great bunch of dedicated and committed staff.

Thank-you to each and every one of you, including those marked * to whom we said good-bye during the year.

Martin Bail	Shazz Gillett *	Greg Naylor
Paul Black *	Sasha Graham	Danielle Notara *
Andrea Brooks	Jana Hall	Jeanie O'Carroll
Sharon Brown	Willie Hammond	Janice Ousby *
Donna Byer	Jane Henderson	Brett Paradise *
Robyn Colliss	Denyse Hodgson	Joanne Patrovic *
Beth Cronin	Rose Hogan	Melinda Plesman
Tony Davies	Jen Ireland	Michael Roberts
Kay Davidson	Brigitte Kaelin	Allyson Rubenstein
Frances Doherty	Teri King *	Tracey Schofield
Trish Evans	Kathy Klem	Gillian Smith
Sharron Eyears	Gab Lavis	Steve Smith
Meril Fisher	Nicola Lee	Sue Smith
Liina Flynn *	Anita Mansfield	Erin Stalenberg
Eliza Gahan *	Steve Mariott	Kerry Stanwell
Ayla Garlick	Delwyn McAlister	Katherine Taylor
Kate Geary *	Sonya Mears-Lynch	Valerie Thompson
Niki Gill	Linda Mills *	Kim Tyson



Board Members and Office Holders 2013-14

We gratefully acknowledge the commitment and service of our non-executive Board members. With the exception of CEO Tony Davies who acts as Board Secretary, all other office holders and members give their time voluntarily to support our organisation strategically and provide a governance framework for all our activities.

We pay thanks in particular to outgoing Board Members Russell Trebilcock and Jennie Dell, both of whom retired from our Board in 2013, at which time we welcomed Mark Moore and Kellie Shields as Ordinary Members.

President	Paul Cruickshank
Vice President	Glenys Ritchie
Treasurer	Keith Sloan (from December 2013)
Secretary	Tony Davies
Ordinary Members	Jennie Dell (until December 2013)
	Jennifer Harrison
	Mark Moore (from December 2013)
	Russell Trebilcock (until December 2013)
	Kellie Shields (from December 2013)
	Deborah Stafford

Presidents' and CEO Report



Paul Cruickshank

2013-14 was a landmark year for NRSDC. To maximise the impact of our work, we developed new programs and services to create new opportunities for our region. It was also a time of organisational change - as we forged solid relationships with new partners, prepared for new challenges, moved offices, and took stock of our resources.

Highlights included the completion of the first ever regional Social Plan in partnership with Regional Development Australia Northern Rivers. New programs included Ability Links, which works to build genuine community connection for people with disability; and specialist homelessness services across the region. The third annual Community Sector Ball and Awards brought together more than 300 people to celebrate the many achievements of community service workers. Our Social Enterprise Symposium in Byron Bay brought together leading thinkers from across the country to showcase new ways to achieve positive social change.

During the year, we took a major decision to join forces with Youth Connections North Coast, to share our resources, knowledge and skills for the benefit of service users. That plan will be fully realised in the year ahead. We would particularly like to acknowledge the extraordinary vision of Youth Connections' Board and General Manager, George Mudford, for bringing this plan together.

Changes in our organisation reflect broader changes within community services. Funders are seeking a greater focus on person centred approaches and ways to provide real choice to services users. Funders are also firmly focussed on driving value for money. The Community sector is therefore in the midst of an unprecedented period of review, removal and re-tendering of long established programs.

This environment presents opportunities and challenges. We will respond by working smarter to build regional capacity in partnership with like-minded organisations. Our aim is to keep decision-making and governance here in the region, where we know what the aspirations and needs of our communities are and how to respond to those needs.

We thank the incomparably brilliant staff of NRSDC for their hard work, persistence and dedication over what has been a very busy year. We are deeply grateful to our voluntary Board for their contribution, enthusiasm and commitment.

We also thank our many partners, collaborators, supporters and funders for their continuing support for and belief in our work. NRSDC is privileged to work with such an extraordinary team both internally within the organisation and externally with our many partners. It is through collective action and innovation that we can make positive differences in the lives of people across our region.



Tony Davies

Paul Cruickshank, President

Treasurer's Report

I am pleased to present the 2013–2014 Financial Statements on behalf of the Board. NRSDC has again produced a sound 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 obliged to maintain employee entitlements and the real value of our equity.

NRSDC produced an operating surplus of \$89,937 in 2013–2014, bringing total member's equity as at 30 June 2014 to \$765,139. This positive result helps ensure that NRSDC is able to continue to work to the benefit of our community long into the future. NRSDC holds sufficient capital to meet all employee entitlements, including potential redundancy entitlements. The surplus has also ensured that we maintain the real value (after accounting for inflation) of our equity.

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 thank NRSDC's Finance Team, Martin Bail; Susan Smith and Greg Naylor, for their hard work, dedication and professionalism in managing our financial affairs over the last year.

Keith Sloan, Treasurer

Financial Statements

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:

The financial report presents fairly the financial position of Northern Rivers Social Development Council Incorporated as at 30 June 2014 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.

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.

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: Glenys Ritchie Paul Cruckshank
Signature:  
Position: Board member PRESIDENT

DATED AT LISMORE
DATE: 3.3.2014 October 2014



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 2014, 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 of the financial report in accordance with the Associations Incorporation Act (NSW). The Committee's responsibility also includes internal control as management determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

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. Those Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about 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 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 management, 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.

REGISTERED
COMPANY
AUDITORS

TW Graham
BBA, CA, FFA

GJ Smith
BBA, LLB, CA

SI Trustum
BBA, CA

TL Kirkland
BBA, CA

SMSF
AUDITORS

GJ Smith
BBA, LLB, CA

SI Trustum
BBA, CA

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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 2014 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: 22 October 2014

wca audit & assurance services ptY ltd

Trevor W Graham
Director

Northern Rivers Social Development Council Incorporated Statement of Financial Position As at 30 June 2014

Assets	2014 \$	2013 \$
Current Assets		
Cash at Bank & On Hand		
Cash at Bank	1,121,170	816,590
Cash on Hand	2,190	2,490
	1,123,360	819,080
Trade Debtors	18,801	125,088
Other Assets	23,261	6,313
GST Receivable	189,248	0
Stock	1,272	1,160
	1,355,942	951,641
Total Current Assets		
Non Current Assets		
Property, Plant & Equipment		
Plant & Equipment - At Cost	103,286	103,286
Accumulated Depreciation	-60,115	-46,793
	43,171	56,493
Motor Vehicles - At Cost	518,080	329,763
Accumulated Depreciation	-97,746	-62,033
	420,334	267,730
House @ 22 Cathcart Street - At Valuation 2013	225,000	225,000
House Additions - At Cost	0	0
Accumulated Depreciation	-2,561	-2,195
	222,439	222,805
	685,944	547,028
Total Non Current Assets		
Total Assets	2,041,886	1,498,669
Liabilities		
Current Liabilities		
Trade Creditors	109,625	55,668
GST Payable	0	14,765
Provision for Annual Leave	132,495	138,506
Provision for Long Service Leave	87,845	92,634
Provision for Redundancy	0	46,991
Accrued Expenses	102,700	72,392
Grants In Advance	823,139	389,213
	1,255,804	810,169
Non Current Liabilities		
Provision for Long Service Leave	20,943	13,298
	20,943	13,298
Total Non Current Liabilities		
Total Liabilities	1,276,747	823,467
Net Assets	765,139	675,202
Members Equity		
Retained Earnings		
Beginning of financial year	590,021	443,703
Surplus/(Deficit)	89,937	146,318
	679,958	590,021
Asset Revaluation Reserve	85,181	85,181
	765,139	675,202
Total Members Equity		

Northern Rivers Social Development Council Incorporated
Statement of Comprehensive Income
For the year ended 30 June 2014

	Note	2014 \$	2013 \$
Revenue from ordinary activities	2	6,156,789	4,186,314
Expenses from ordinary activities excluding borrowing expenses	3	-6,066,852	-4,039,996
Borrowing expenses		-	-
Profit/(loss) from ordinary activities before income		89,937	146,318
Income tax attributable to operating activities		-	-
Profit/(loss) from ordinary activities after income tax		89,937	146,318
Net profit/(loss)		89,937	146,318
Other Comprehensive Income:			
Revaluation decrement Land & Building	4	0	-89,633
Total Comprehensive Income		89,937	68,680

Northern Rivers Social Development Council Incorporated
Statement of Changes in Equity
For the year ended 30 June 2014

	Note	2014 \$	2013 \$
Total Retained Earnings at the beginning of the year		590,021	443,703
Net profit/(loss) for the financial year		89,937	146,318
Total Retained Earnings at the end of the financial year		679,958	590,021
Asset Revaluation Reserve opening		85,181	174,814
Less: Revaluation decrement		0	-89,633
Asset Revaluation Reserve closing		85,181	85,181
Total Equity at the end of the financial year		765,139	675,202

Northern Rivers Social Development Council Incorporated
Cash Flow Statement
For the year ended 30 June 2014

	2014 \$	2013 \$
Receipts from operating activities	621,857	249,223
Receipts from grant funding	6,618,076	3,867,833
Payments to suppliers and employees	(6,793,166)	(4,321,708)
Interest received	45,829	44,229
Interest paid	-	-
Net cash provided by (used in) operating activities	492,596	(160,423)
Cash flows From Investing Activities:		
Proceeds - sale of property, plant and equipment	-	-
Payment for property, plant and equipment	(188,316)	(110,596)
Net cash provided by (used in) investing activities	(188,316)	(110,596)
Cash flows From Financing Activities:		
Net increase (decrease) in cash	304,280	(271,019)
Cash and cash equivalents at the beginning of the financial period	819,080	1,090,099
Cash and cash equivalents at the end of the financial period	1,123,360	819,080

**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).

The Board resolved to adopt accounting standard AASB 1053 'Application of Tiers of Australian Accounting Standards'. 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.

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.

2. Revenue, consisting of

	2014	2013
	\$	\$
Grant Income	5,621,955	3,842,984
Contributions	94,604	91,661
Trading / Operating Income	323,536	132,985
Other Income	116,693	118,684
	<u>6,156,789</u>	<u>4,186,314</u>
	=====	=====

3. Expenditure, consisting of

	2014	2013
	\$	\$
Wage Payments	2,007,624	1,879,607
Superannuation Expense	172,337	151,753
Leave and Other Provisions	21,673	84,482
Program Partners/Consultants	2,742,462	970,022
Motor Vehicle Costs	179,962	76,533
Travel & Accommodation	43,479	27,350
Supervision	32,735	27,465
Audit Fee	15,000	11,635
Bank Fees	923	483
Bad debts	489	-
Board Costs	25,612	14,702
Brokerage	38,552	71,952
Business Planning Costs	-	9,818
Building Maintenance	63,620	32,117
Cleaning	15,112	19,198
Client Support	7,299	4,355
Depreciation	49,400	49,774
Utilities & Rates	25,745	15,845
Equipment & Maintenance	16,790	20,640
Insurance	17,250	17,997
IT Support & Maintenance	31,428	76,526
W.H. & S.	738	2,198
Printing / Photocopying	23,611	24,218
Program, Training & Conference	121,213	121,940
Promotion / Advertising	24,638	13,351
Postage / Distribution	2,348	3,365

3. Expenditure, continued

	2014 \$	2013 \$
Recruitment	15,757	18,641
Stationery / Staff Amenities	8,927	8,632
Security and Storage	5,682	5,173
Subscriptions	57,651	10,053
Sundry	33,563	26,092
Telephone / Fax	69,680	65,745
Website Hosting	-	156
Workers Compensation	22,968	29,172
Workplace Training	42,664	33,223
Premises Costs	129,919	115,783
	6,066,852	4,039,996
	=====	

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	222,805	56,493	267,730	547,028
Additions	-	-	188,316	188,316
Disposals	-	-	-	-
Depreciation	(366)	(13,322)	(35,712)	(49,400)
Revaluation	-	-	-	-
Carrying amount at the end of the year	222,439	43,171	420,334	685,944

The land & building carrying value was based upon an independent valuation in 2013 on the basis of market value.

5. Related Party Disclosures

	2014 \$	2013 \$
Key Management Personnel Compensation		
Short Term and post employment Benefits	382,943	242,941

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

6. Reconciliation of cash

(a) Cash at the end of the financial period as shown in the Statement of Cash flows is reconciled to the related items in the Balance Sheet Position as follows:

	2014 \$	2013 \$
Cash on hand	2,190	2,490
Cash at bank	1,121,170	816,590
Balance per Statement of Cash flows	1,123,360	819,080

(b) Reconciliation of cash flow from operations with operating surplus after income tax

	2014 \$	2013 \$
Operating surplus after Income Tax	89,937	146,318
Non-cash flows in operating surplus		
Depreciation	49,400	49,774
Net Profit / (Loss) on sale of fixed assets	-	-
Employee benefits expense	(50,146)	74,754
Changes in assets and liabilities		
(Increase)/decrease in receivables	106,287	(63,427)
(Increase)/decrease in other assets	(16,948)	(3,591)
(Increase)/decrease in stock	(112)	243
Increase/(decrease) in GST payable	(204,013)	(10,367)
Increase/(decrease) in payables	84,265	5,322
Increase/(decrease) in other liabilities	433,926	(359,449)
Cash Flows from operations	492,596	(160,423)



Annual Report 2013-14

Northern Rivers Social Development Council

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NRSDC Annual Report 2013-14
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