“I’m ready to live independently again and get back on track”

“Socialising with friends and family is important to me”

“I don’t feel like a number at this organisation”

“My goal is to participate in community activities”

scia
Spinal Cord Injuries Australia

2012-2013 ANNUAL REVIEW
Our Vision

A society without barriers for people with spinal cord injury.

Our Mission

Commitment to innovation creates independence, dignity and unlimited opportunity for people living with spinal cord injury.

Our Values

- Integrity
- Trust
- Collaboration
- Excellence
- Empathy
- Sustainability
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Spinal Cord Injuries Australia (SCIA) is a not-for-profit organisation that provides information, advocacy and resources for people with a spinal cord injury at every stage of their life journey.

Our organisation creates significant social capital within the Australian community by working with clients, the disability services system and the world at large. We provide excellent customer service, have strong partnerships with other organisations in the disability sector and we are an employer of choice.

Spinal Cord Injuries Australia exists to assist people with a spinal cord injury to get ‘back on track’ and achieve their goals. Our clients and members do not fit into a pre-defined model of what their recovery or life choices should look like. Instead, the first question we always ask our clients is,

“What do you want to achieve?”

Our clients have their own plans for their lives. We are there simply to provide the necessary information, resources and assistance to help them along the way.

We encourage our clients to choose whatever services they feel are helpful to them. We are available to help people with a spinal cord injury or similar physical disability as well as their family members, friends and carers. SCIA also works to eliminate the barriers that prevent social inclusion for people with a spinal cord injury, ensuring that the society in which we live is accessible in every way.

At SCIA, it’s all about our clients.

As of June 30, 2013 SCIA had 675 members

Board Directors and staff started phoning new members to welcome them and offer support

As a result of the membership renewal drive, our generous members donated $6,614
Principal Activities
The principal activity of Spinal Cord Injuries Australia during the financial year was the provision of a range of services designed to maximise personal independence for all members and clients.

Strategic Goals
1) To advance the rights, choices and entitlements of people living with a spinal cord injury
2) To do whatever it takes to create and maintain relevant services for people with spinal cord injury and similar conditions
3) To position Spinal Cord Injuries Australia as the recognised leader in all matters relating to spinal cord injury

Strategic Objectives 2013-2018
1) Create a one-stop shop for advice, referral and services
2) Invest in infrastructure and people
3) Build on what we do well
4) Stay open to, and act on opportunities as they arrive
5) Build partnerships
6) Pursue a National Spinal Strategy/Chair in SCI research
Spinal Cord Injuries Australia was established in 1967 by a group of young men who wanted to change the world. These men, who were hospitalised at the time due to spinal cord injuries caused by traumatic accidents, faced a future with just two options: continuing hospitalisation or relocation to a nursing home designed not for them, but for older people approaching the end of their lives. A strong spirit of determination to become more independent had developed amongst the group and they were desperate to find an alternative to aged care accommodation. They set out to form their own organisation and in September 1967, the Australian Quadriplegic Association (AQA) was constituted in the spinal unit of Prince Henry Hospital and became a registered charity in November of that year.

In 2003, our members voted to officially change our name to Spinal Cord Injuries Australia.

The founding members were Trevor Annetts, Tom Clarke, Graeme Dunne, David Fox (AQA’s first President), Peter Harris, George Mamo, Jim McGrath, Robert McKenzie, Alan Moore, Warren Mowbray, John Munday, Cecil Murr, Brian Shirt, Paul Sorgo and Stan Wanless.

One of our founding members, Trevor Annetts (pictured below) continues to work for SCIA today and is an integral part of the Geo & Data Team.
Spinal cord injury is damage to the spinal cord that results in a loss of function such as mobility or feeling. Frequent causes of damage are trauma (car accident, falls, diving) or disease (polio, spina bifida, Friedreich’s Ataxia).

Quadriplegia (also referred to as tetraplegia) is loss of function below the neck and paraplegia is loss of function below the chest. The spinal cord does not have to be severed in order for a loss of functioning to occur. In fact, in most people with a spinal cord injury, the spinal cord is intact, but damage due to compression or bruising results in loss of functioning. Spinal cord injury is very different from back injuries such as ruptured disks, spinal stenosis or pinched nerves. A person can break their back or neck yet not sustain a spinal cord injury if only the bones around the spinal cord (the vertebrae) are damaged, and the spinal cord is not affected. In these situations, the individual may not experience paralysis if bone damage is treated correctly.

The spinal cord lies within vertebrae. These rings of bones are together called the spinal column or back bone. Injury to the spinal cord causes loss of function of the nerves, limbs and organs below the site of the injury. In general, the higher in the spinal column an injury occurs, the more dysfunction a person will experience.

The adult spinal cord is about 50 cm long and extends from the base of the brain to about the lower torso. It is the major bundle of nerves that carries impulses between the brain and the rest of the body.

Nerves within the spinal cord (upper motor neurons) carry messages back and forth from the brain to the spinal nerves along the spinal tract.

There are seven vertebrae in the neck; the cervical vertebrae C1 (at the top) to C7. Injury in this region usually causes loss of function to the arms and legs. There are twelve thoracic vertebrae. The highest (T1) is where the top rib attaches. Injury to the thoracic region affects the chest and the legs. Between the thoracic vertebrae and the pelvis lie the five lumbar vertebrae and the five sacral vertebrae run from the pelvis to the end of the spinal column. Injury to the lumbar and sacral vertebrae generally results in loss of functioning in the hips and legs.

The effects of spinal cord injury depend on the type and level of the injury and even then, every person is different. The level of injury is helpful in predicting what parts of the body might be affected by paralysis and loss of function.

Aside from a loss of sensation or motor functioning, a spinal cord injury has other effects on the body. There can be bowel and bladder dysfunction and sexual functioning is also frequently affected. Other effects may include low blood pressure, the inability to regulate blood pressure effectively, reduced control of body temperature, inability to sweat below the level of injury and in many cases, chronic pain.
At the time of injury, the spinal cord swells. As this swelling reduces, some function may return. This can take up to 18 months post injury; however, only a very small fraction of people with a spinal cord injury recover all function. Most body parts and organs can repair themselves after they are injured but the central nervous system cannot.

Attempting to repair the damage caused by a brain or spinal cord injury is a puzzle that has not yet been solved. Nevertheless the damage caused by a spinal cord injury can be reduced by limiting immediate cell death and reducing the inflammation of the injured cord.

The following statistics represent the latest available national statistics of spinal cord injuries, from case registrations to the Australian Spinal Cord Injury Registry (ASCIR).

- Of reported traumatic spinal cord injury, 84% are male and 16% are female

- Spinal cord injuries were most frequent in the 15-24 year old age group (accounting for 30%)

- Average age at injury was 41 for males and 44 for females

- A significant increase in the average age at injury is one that is reported internationally and is likely to be a reflection of the ageing population

- An increase is also seen in the 65-74 year age group sustaining a spinal cord injury
Although life expectancy and life choices for people who have experienced traumatic injury have improved substantially over the last fifty years, we still live in a world which isn’t fully set up for the needs of people with a disability. The barriers that remain are more than just physical; they are also emotional, financial and attitudinal.

One of our key strengths is that we are a member based organisation with a majority of people with a disability amongst our staff and directors. We ensure that all of our actions are based on real life experience and produce practical outcomes. We see it as our role to do whatever it takes to assist people to get back on track after a spinal cord injury, so that they can become the masters of their own destiny, rather than recipients of care.

We need to hold on to the hard-earned lessons and successes from the past, whilst finding solutions to new problems. To do this, we need to keep listening to the voices of our members to ensure that the lives and opportunities for people with a spinal cord injury change for the better.

With the National Disability Insurance Scheme (NDIS) rolling out across the country, we cannot rely on our past successes to take us into the future. The achievements of the past have positively affected many lives, but those achievements were within the context of their time. The times have now changed, and it will now be our challenge to reinvent ourselves for a new world.

Spinal Cord Injuries Australia is motivated by a passion to do whatever we can to solve the issues facing our members. To achieve all of our goals as well as survive and thrive in an NDIS world, we will need to invest in more sophisticated organisational processes to ensure we are able to continue to get our message across to those who will benefit from engaging with us. When the NDIS is fully in place, there will be a lot more interest in people with a disability, not because this is the right thing to do, but because there will be more money in the system. This will likely attract the attention of organisations driven more by shareholder interest than by social value. SCIA will need to have an even stronger profile in this new world, to continue to provide a reliable and trusted voice to our members amongst all the noise that will be directed their way.

Change for the better will only come about if there is an awareness of the issues that are holding people back from living full and productive lives, and an understanding of the solutions that are available to address this situation.
Spinal Cord Injuries Australia has a long history of raising the awareness and profile of spinal cord injury through its publications, campaigns, and various interactions with the community and government. This will continue in new and innovative ways in the future, until the job is done.

Whilst awareness is important, it is not enough. Spinal Cord Injuries Australia was built on foundations of advocating for the rights of people with a disability, with considerable success.

Once we fully leverage our current capabilities and create new capabilities through these actions, the direct result will be that people with a spinal cord injury will have life experiences and choices much closer to those of the general population, and Spinal Cord Injuries Australia will be seen as the leading organisation within Australia in all matters relating to spinal cord injury.

We already have a proud history, a deep passion, expert knowledge, diverse skills and experience, and the support of many individuals, organisations and governments. By focusing our efforts and ensuring we always keep people with a spinal cord injury at the centre of all our plans, we can continue to break out of the traditional charity model and find solutions to social problems that others have previously seen as immovable barriers.

As a member based organisation, we provide a voice on behalf of all those who would otherwise not be heard by government, organisations and the community at large. SCIA has worked behind the scenes to influence government policy and we will continue to take every opportunity to advance the interests of our members.

Spinal Cord Injuries Australia is preparing for whatever the future holds, including the introduction of the NDIS. We are ready and well equipped with passion, a true person-centred approach which has been developed over almost fifty years, and a commitment to continue to confront and find solutions for the real world issues faced by people with a spinal cord injury, without fear or favour.
Exercise Rehabilitation

The Exercise Rehabilitation team is made up of physiotherapists and exercise physiologists who offer people with a spinal cord injury the opportunity to participate in an intensive exercise based therapy to improve function and increase all aspects of independence. The options to access continued activity, basic exercise and therapies to aid further recovery post injury are very limited within the community once a person is discharged from the hospital system.

Our program is community based and aims to provide an avenue to try a variety of equipment and work with experienced professionals to explore the chance of improving ability and quality of life. Our clients are the real reason the program is a success. They work tirelessly to push the limits of their abilities and continue to inspire us by achieving things that they were once told were impossible.

“Walk On changed my life.”
Kerry (pictured here at Walk On)

“The positivity of the people at Walk On makes a difference. The feeling flows into life at home.”
Rob

“Within 12 months it made me a happy person again. Seeing the improvements and beating records makes you feel really good.”
Dan
Our Exercise Rehabilitation service, known as Walk On, supports the second of our three strategic goals; to do whatever it takes to create and maintain relevant services for people with spinal cord injury and similar conditions.

Social Ventures Australia (SVA) Consulting recently undertook a Social Return on Investment (SROI) analysis of Walk On to understand the impact that the program has on its participants, their family members and other stakeholders. The report revealed excellent results about the value that has been added to the community through the Walk On program.

SROI is an internationally recognised cost-benefit analysis to measure the impact of a specific program. Walk On was assessed on the obvious physical improvements experienced by clients and also on the social and community benefits experienced.

The results of the SROI analysis showed that clients valued increased independence and increased self-confidence. The analysis also revealed that family members valued more time to pursue their own interests and the government placed great value on reduced hospital stays. The result was that Walk On returns approximately $5 of social capital for every $1 invested.

As the four sites in Sydney, Melbourne, Perth and Brisbane have developed well, it is now evident that a larger range of services are required for our clients. The traditional Walk On program offers an intensive exercise based therapy, aiming at maximising function and pushing the boundaries of one’s ability. The program is not designed to be continued for prolonged periods of time as many clients reach a plateau of improvement at some stage.

It is at this time that access to a fitness and wellbeing program is needed, which is something that is very limited if not non-existent in the community. It is our aim to provide one-on-one and small group exercise sessions focusing on strength, fitness and endurance, to fill the ‘next step’ after Walk On. This expansion will allow access to physical activity for a larger number of people as well as provide opportunities for a greater range of neurological conditions.
Transitional Services

Supporting the second of our three strategic goals; to do whatever it takes to create and maintain relevant services for people with spinal cord injury and similar conditions, the Transitional Services Team delivers multiple programs to benefit both the newly injured and our more established members in transitioning between hospital, home and back into the community. Our services are created based on client need and we encourage clients to reconnect with their family and friends during their rehabilitation time, and identify equipment and modifications for when they return home.

Through their wealth of knowledge and experience, our Peer Support Team are in the spinal units to help newly injured clients adapt post injury by giving practical advice and encouragement. We also supply iPads to clients in two of the spinal rehabilitation units in Sydney. Our Emergency Service employs registered nurses who are on hand, out of care hours, to provide basic medical and caring support.

We run two leisure and entertainment programs, one is hospital based and the other is community based. The community based program gives people with spinal cord injury or other physical disability the opportunity to get out and about with their family and peers to experience new places. These experiences help build confidence and get people out in the community.

Members can apply for grants to help with important equipment or modifications, to help prevent isolation and allow people to become more independent. We also offer funding for respite, holidays and leisure activities.

“Our lives were changed after a stay at the rehabilitation accommodation in Breakfast Point. We went there under the impression that my husband was so high care that a nursing home was the only solution. We were both devastated as he was an active, go-getter before his awful accident but we realised we could bring him home. Thanks for allowing us the opportunity to figure it out in the real world away from rehab.”

Helen

Over $290,000 of funding was provided to our clients

1,226 Peer Support sessions were held

85 members and their families stayed at the rehabilitation apartment in Breakfast Point
Regional Services

The Spinal Cord Injuries Australia Regional Services Team exists to build the capacity of individuals to participate in community life and encourage the independence of people with a disability. Listening to our clients is so important. Our services enable individuals to develop and sustain social and community relationships. We work with our clients to increase their ability to self-manage their participation. The team facilitates opportunities and encourages individuals to promote the needs of people with disabilities in the local community.

“SCIA has opened up doors for me I didn’t know were there. I wouldn’t be where I am at this point in my recovery without the support and motivation from the Wollongong team. Thanks.”
Bruce, Figtree NSW

“The support I have received from Spinal Cord Injuries Australia helped me grow as an individual and allowed me to self-advocate and take responsibility for myself.”
Richard, Unanderra NSW

This year we opened a new Illawarra office in Wollongong
4 regional clients looking for employment were referred to the Workforce Team
8 new clients, from Wollongong to Bega, are now receiving service from the Illawarra office

Geo & Data

Geo & Data is classified as an Australian Disability Enterprise (ADE) to employ people with a disability. ADEs receive some funding and support from the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs to recognise their additional operating costs such as employing extra staff to support their employees with disability.

Our ADE has held a long term contract with the NSW Government’s Roads Authority (Roads and Maritime Services) to do the analysis, data coding and geographic mapping associated with over 40,000 traffic crashes attended by police in NSW every year. The ADE exists to provide meaningful and award wage jobs for people with disability. As a commercially successful enterprise the current work of Geo & Data helps to financially support other programs.
Policy & Advocacy

This service supports the first of our three strategic goals; to advance the rights, choices and entitlements of people living with a spinal cord injury. The Policy & Advocacy Team exists because the world remains inaccessible for people living with a physical disability. Poor policy is drafted, common sense is often overlooked and the needs of our neighbours are ignored.

We provide both systemic and individual advocacy services to our clients. We work with our clients rather than for them. It’s this partnership between us that leads to the best results.

Successfully advocated for over 124 clients

Achieved 3 systemic victories that have benefited people with disabilities

Worked alongside Ageing Disability and Homecare (ADHC) on the Attendant Care Program (ACP) and the High Needs Pool (HNP)

Self Empowerment

Our Discovering the Power in Me (DPM) program exists to help our clients find their inner strength. Sometimes it can be easy to lose yourself, your resilience and your ability to stand up and tell the world what you want. The two day intensive DPM course empowers people to identify and strive for their goals and enjoy fulfilling lives.

“I am using what I learnt at DPM in my everyday life and it has had a profound effect. After some major struggles, the DPM course came at the perfect time for me and I will be forever grateful.”

Caroline

Over 100 people attended a DPM course this year

2 people living in residential aged care are now living independently after their DPM session

The DPM program is on track to becoming self-sustainable with its third batch of paying clients
Employment Services

Our Workforce team offers our clients, who often face challenging life situations, the chance to get back into the community via the world of work.

Funded by the Department of Education, Employment and Workplace Relations (DEEWR), SCIA Workforce helps job seekers by providing services such as pre-employment training, job search training, career planning and post-employment support.

This year, our Workforce Consultants worked one-on-one with more than 180 clients, helping them to prepare resumes and build their confidence for job interviews.

Our Workforce Consultants bring experience at supporting people with disability into an area of life development that is much needed. Most of our clients worked prior to their injury and with assistance from Workforce, many are once again able to participate in the community.

29 clients found sustainable employment

Specialist employment training was provided to 25 clients through our Pathways to Employment program

Workforce collaborated with 3 other SCIA teams to overcome barriers and help a client get back to the job she loved
Communication

In March 2013, Spinal Cord Injuries Australia refreshed its quarterly magazine, accord in line with the third of our strategic objectives; to build on what we do well. The magazine has been an essential method of communication with our members since the organisation began and it continues to be a positive showcase of the work of SCIA and other news and issues from the sector.

This year, Spinal Cord Injuries Australia used social media to connect with members of the community across Australia and abroad. People are now using the SCIA Facebook page to ask questions about spinal cord injury and this is becoming a gateway for people to access our information services.

“I appreciate the information. Living in a very small town, in the countryside in west Texas has made getting any help after rehab almost impossible. I’m new to the internet but I’m finding all info very enlightening so keep it up!”
YouTube user (outside Australia)

Our Facebook community nearly doubled, growing by 363 people
SCIA launched an app now available on the App Store for free
Our YouTube videos were viewed 29,776 times by people around the world

Fundraising

The Partnerships Team exists to raise funds to support our programs and is responsible for the marketing of SCIA to members, clients, donors and the wider community. We provide the marketing and communications expertise to allow our service delivery staff to focus on providing the best possible services to our clients.

We are fortunate enough to see the lives that are changed as a result of the generosity, passion and fundraising efforts of our supporters. This year SCIA had hundreds of dedicated individuals who walked, jogged and ran anywhere from 3 to 42 kilometres, trudged through muddy obstacle courses, swam in open seas, rode their motorcycles and baked cupcakes for the cause. In 2012-2013, our community fundraisers raised $115,411 to help get people get back on track after a spinal cord injury.
In May 2013, all of the state based community organisations which have a focus on providing services to people with a spinal cord injury signed a Memorandum of Understanding to create the Australian Spinal Injury Alliance.

Spinal Cord Injuries Australia has been working to make such an alliance a reality for many years. It has been clear to us that with the advent of the National Health and Hospitals Reform, the National Disability Strategy (NDS), and the National Disability Insurance Scheme (NDIS), having a strong national voice for spinal cord injury would be essential. In recent times it became clear to the other state based organisations that a strong national voice would be essential in the future.

The group now comprises:

- Spinal Cord Injuries Australia
- Spinal Injuries Association (Qld)
- AQA Victoria
- ParaQuad SA
- ParaQuad Tasmania
- Spine and Limb Foundation (WA)
- ParaQuad NSW
- Independence Australia

One of our strategic objectives for 2013-2018 is to pursue a national spinal strategy and our involvement in creating this alliance will reshape the profile and awareness of spinal cord injury in Australia for years to come.

This service supports the third of our strategic goals; to position Spinal Cord Injuries Australia as the recognised leader in all matters relating to spinal cord injury. The SCI Resources and Knowledge Library was created to provide people with information that empowers them to take control of their own lives and regain their independence. The team provides information covering every aspect of life for people with spinal cord injury and the range of services and financial support needed to live in the community. We do this by providing a comprehensive collection of topics, information and resources, that are delivered through direct contact, our publications and the SCI Resources and Knowledge Library on our website.

Delivered through our website, the library is a collection of traditional and digital resources. Digital items can be downloaded and members of SCIA are able to borrow materials from the library.
Spinal Cord Injuries Australia has a committed team who are passionate about working with our clients to help them achieve their goals. We have invested in our people, processes and technology to make sure that our staff are supported and have the opportunity to grow. Our aim is ultimately to provide the highest standard of service to our clients. This year, our staff participated in the NDS Employee Engagement Survey. The overall staff engagement score for the organisation was 88%, which is a terrific result. The average score in the disability sector is 80%, and the average across the Australian community is 63%. This means that our staff engagement score was 8% above the disability sector average, and 25% above the Australian industry average.

**Staff Development**

Our second strategic objective for 2013-2018 is to invest in infrastructure and people. This year, we created an intranet to help staff communicate with each other and access the resources to help them do their jobs. The implementation of the intranet has helped our staff work more efficiently. All staff are encouraged to attend professional education seminars and workshops to gain relevant knowledge and improve their capacity to do their jobs well.

**Workplace Health & Safety (WHS)**

SCIA is committed to providing an environment that sustains the health and safety of its staff. In every office, one staff member is responsible for monitoring WHS. WHS is regularly discussed at staff meetings and any issues are addressed in a timely manner.

**Flexibility**

Our staff are supported by a flexible workplace which seeks to ensure that people keep themselves healthy and well. Many of our people have demanding roles and need support to ensure they can continue to do their jobs effectively, develop their careers and continue to provide excellent customer service to our members and clients.

**Remuneration**

Each employee has an individually designed position description, describing both the technical and functional competencies required for their role. These position descriptions are used as a basis to compare our remuneration levels to the industry and ensure that our people are being paid fairly for what they do. Every year, each employee works with their manager to assess their individual performance for the coming year. This helps to provide clear goals which, if achieved, can lead to an incentive payment.

**Staff Numbers**

Spinal Cord Injuries Australia has 45 full-time staff, 29 part-time staff and 10 casual staff. We are also proud to have 31 commission-based collectors who solicit donations from the general public and 20 contractors who work across a number of programs.
Peter Perry
CHIEF EXECUTIVE OFFICER

I joined Spinal Cord Injuries Australia as Corporate Services Manager in 2006 after 30 years at senior levels in both corporate and not for profit organisations, where I specialised in financial management, change management and human resources development.

The organisation I now lead has a proud history of removing barriers in society and facilitating independence for people with a disability. Despite the organisation's specialist origins, its work encompasses issues and outcomes that are of relevance to all people with a disability.

I am keen to ensure that whilst promoting and supporting innovation, SCIA does not lose touch with its roots and its proud history, and is constantly finding ways to better engage with its members and the broader community.

Whilst I am CEO, Spinal Cord Injuries Australia will always play a leading role in ensuring viability, sustainability and diversity of services for those who are at risk of being marginalised in our society.
Management Team

Sally Chatterjee
GENERAL MANAGER - CORPORATE SERVICES
I joined Spinal Cord Injuries Australia in May 2013 and am responsible for Finance, Information Technology, Human Resources and Client Reporting. I have worked in commercial roles for more than 20 years spanning the tourism, media, telecoms and retail industries. Prior to moving to Australia, I was Chief Executive Officer of Visit London, a public–private partnership tasked by the Mayor of London to promote the city in the lead up to the London 2012 Olympic and Paralympic Games. I am proud to be part of a growing organisation that makes a difference to the lives of people who have a spinal cord injury, their family, friends and carers.

Peter Murray
GENERAL MANAGER - DEVELOPMENT & STRATEGIC PROJECTS
I have worked at Spinal Cord Injuries Australia for more than three years managing a range of programs including Accommodation, Emergency Services, Workforce, Walk On and Geo & Data. In early 2013, I moved to a new Development and Strategic Projects role where I work across all areas of the organisation and look for new opportunities for growth. I continue to manage the Geo & Data team and remain in awe of their terrific contribution to Spinal Cord Injuries Australia. I look forward to growing new contracts to help SCIA employ more staff with disability into meaningful and well-paid jobs.

Kierre Williams
MANAGER - EXERCISE REHABILITATION
Why not create a welcoming, positive, encouraging and extremely supportive environment where people can change their lives? I fell in love with the determination and dedication of people with neurological conditions. It can only take one small moment to completely change a life, and if I can play even a small role to help give back a little hope, happiness and health in a person’s life, I couldn’t be happier. I am dedicated, like our clients, to keep evolving with the times, listening to our clients and providing them with what they need. The stories and achievements of our clients will continue to inspire me for many years.

Alex Traill
REGIONAL SERVICES MANAGER
As a result of a workplace accident in 1976, I had a spinal cord injury leaving me with T-12 paraplegia. I have worked at Spinal Cord Injuries Australia for 22 years. Before working here, I had the opportunity to observe how SCIA operated within the community and I knew that its values were aligned with my own. I’ve always held a strong belief in self-empowerment being the way to achieve personal goals. In a changing world, the regional services network of SCIA will continue to be present in major country towns. The team provides information and support that allows people to make informed decisions and live an independent life.
Sean Lomas
GOVERNMENT RELATIONS, POLICY & EMPLOYMENT MANAGER

I joined Spinal Cord Injuries Australia in 2006 because it was an organisation that had a good reputation for doing the right thing with government and its members. I manage Policy & Advocacy, the Discovering the Power in Me program and SCIA Workforce. I also ensure that the needs of people with spinal cord injuries are well represented at all levels of government. I find my job extremely rewarding. Working with my teams, with their constant professionalism, is a real inspiration to me. I recognise the importance of full social inclusion and the benefits that it can bring to so many people.

Chris Nicholls
GENERAL MANAGER - TRANSITIONAL SERVICES

Shortly after I moved to Australia in 2000, I was hit by a truck while waiting at a set of lights on my motorbike which left me with paraplegia. It was during my rehab that I had my first experience of Peer Support, something that changed my life. In fact, it had such an impact on me that I abandoned the corporate rat race in 2007 to become part of the SCIA Peer Support Team. When I see and hear the results of how SCIA genuinely helps people, it is impossible not to get infected by the enthusiasm of the organisation and the attitude of, “What can we do to improve the lives of our members?”

Leila Davis
HEAD OF MARKETING & FUNDRAISING

In January 2009, I came to Spinal Cord Injuries Australia after a number of years in the fundraising field and experience with event management, corporate relations, direct marketing and bequest promotion. The best part of my job is spending time with our clients and seeing the difference that our programs have made to their lives, not only physically but also emotionally. I manage the Partnerships Team which exists to communicate to the community about spinal cord injuries and to encourage people to invest in our work so we can provide people the opportunity for a more independent life.

Shirley Carpenter
INFORMATION SERVICES MANAGER

I joined the team in 2009 and manage Information Services. Having accurate and informed access to information about spinal cord injury and disability is going to be extremely important in the future as under the National Disability Insurance Scheme, people will have the ability to make their own decisions about the type of support and services they access and the equipment they buy. My primary focus here at SCIA is ensuring that everyone who is affected by spinal cord injury has access to all of the resources and knowledge they need so that they can live the best informed life they can.
The Board of Directors is elected by the members of Spinal Cord Injuries Australia for a two year period with half standing down annually. There are also two Invited Directors, who are chosen for their particular skills or experience. The Board is ultimately responsible for the governance and performance of Spinal Cord Injuries Australia. The Board consists of an elected President, Chairman, and other Directors. The maximum size of the Board is nine. Persons with disabilities constitute a majority of the Board. All Directors operate in a voluntary capacity and they meet at least once a month. In addition, many of them serve on subcommittees of the Board, which look at specific areas of operation or issues of interest.

ANTONY VARRALL* - Director and President (Director since 2007, President since 2013)
Members Issues Subcommittee + CEO Liaison Subcommittee + Finance and Audit Subcommittee
At the time of my injury in early 1979, I had just completed my first year of teaching. I continued teaching for 25 years until my retirement and then became involved with Spinal Cord Injuries Australia because I was impressed with everything the organisation was doing. I am proud to be part of a dedicated and enthusiastic team who have achieved so much to assist people with a disability.

DAVID BRAWN - Chairman (Director since 2006, Chairman since 2007)
Board Development and Governance Subcommittee + CEO Liaison Subcommittee
During my time on the Board of Directors, the organisation has progressively grown in scale and scope as we have added more innovative and worthwhile services to the SCIA portfolio. I have brought my passion for improving the quality of life for people with spinal cord injuries and my business skills and experience as a past Rotary District Governor to the Board of Directors.

ANNA-MARIA ARABIA (Director since November 2012)
Board Development and Governance Subcommittee
At SCIA there is nothing more important than the people the organisation seeks to support and this is reflected in SCIA’s services, the way it engages with society and the culture amongst its staff. I’ve held a number of senior science executive positions and I’ve worked in senior policy roles for federal parliamentarians. I bring to SCIA my commitment to advance the organisation’s mission. To me, SCIA is one of Australia’s truly extraordinary organisations.

BRAD O’HARA (Director since 2010)
Finance and Audit Subcommittee
My interest in SCIA started with myself having a spinal injury. Although, I was fortunate enough not to have a noticeable physical impairment, it made me consider the difficulties people faced after a spinal injury. With my extensive corporate experience, I felt that I could impart some of this knowledge to help strategically guide the organisation’s present and future capacity and I will continue to strongly advocate for people with spinal cord injury.

*denotes a person with a physical disability
**DAVID O’BRIEN** (Director since 1996)

**Finance and Audit Subcommittee**

I became a member of Spinal Cord Injuries Australia (formerly Australian Quadriplegic Association) after an accident in 1977 which left me a quadriplegic. I joined the organisation for guidance and advice which are values still in practice today. My experiences living with a disability and working in the financial sector have given me life skills which I proudly can contribute to the organisation.

**STEWART CALDERWOOD** (Director since November 2012)

**CEO Liaison Subcommittee**

SCIA can inspire independence in anyone affected by spinal cord injury and encourage people to get the best from their lives. The organisation has skilled professionals who provide unrivalled support and enthusiasm to deliver services that build confidence and a supportive network. I have great enthusiasm and conviction for the projects and services SCIA offers and hope to enhance relationships in the corporate community.

**DR EDWARD WATTS** (Director since February 2013)

I became a quadriplegic at 16 years of age. I work as a Senior Lecturer in the Applied Finance and Actuarial Studies department at Macquarie University and I have an interest in government policy. I am also interested in technology and how it can be used to increase independence. I believe that SCIA has a vital role in assisting members to lead productive lives, and that the governance of SCIA is important to the organisation in fulfilling its role.

**JOAN HUME** (Director since November 2012)

**Members Issues Subcommittee + Board Development and Governance Subcommittee**

I believe I can make a valuable contribution to the development of the organisation with which I have had an association for 35 years. I am passionate about advocacy, the promotion of the rights and full participation of people with disabilities in all aspects of community life. Apart from my many years experience in education, I bring writing and policy development skills, familiarity with management and collaborative board participation expertise.

**RICHARD KLINGER** (Director from 1997-2005; 2007-present)

**Members Issues Subcommittee**

I consider it a privilege to be a member of the SCIA Board of Directors and a part of a unique organisation that is governed by a majority of people with a severe physical disability. Moreover, it is most rewarding to be involved with the wider SCIA team of dynamic and committed people that provide services that make a difference to the lives of people with a spinal injury and in doing so keep their needs, experiences and aspirations firmly on the policy agenda.
Spinal Cord Injuries Australia would like to acknowledge the professional services from the following companies:

**Bankers**
- Bell Potter
- Macquarie Bank
- Commonwealth Bank
- NAB
- ME Bank
- Rabobank
- RaboDirect

**Solicitors**
- Clayton Utz
- K&L Gates
- Middletons

**Auditors**
- Lawler

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Slater & Gordon Lawyers have partnered with Spinal Cord Injuries Australia over the years to increase the knowledge and understanding between lawyers and people with spinal cord injury.

ASG Group have partnered with Spinal Cord Injuries Australia to deliver ConnectAbility, a program providing iPads and IT support to newly injured people in the spinal units in New South Wales.

Spinal Cord Injuries Australia would like to acknowledge the financial and material support from:

Cecilia Kilkeary Foundation
The Roth Charitable Foundation
The Flack Foundation
SpinalCure Australia
Coffs Harbour City Council
Richmond Valley Council
Lismore City Council
Grill’d
Allens Arthur Robinson Charity Committee
Rosalind Nicholson Trust
Edith Cowan University
University of Sydney
Victoria University
The Sporting Wheelies and Disabled Sport and Recreation Association of Queensland Inc.

Slater & Gordon Foundation
ASG Group
The Creative Zoo
JA Wales Printing
Pixelo Design
Apps House
Australian Department of Social Services (formerly Department of Families, Housing, Community Services and Indigenous Affairs)
Australian Department of Education
Australian Department of Employment
NSW Department of Health
NSW Department of Housing
NSW Department of Transport and Infrastructure
NSW Department of Family and Community Services
NSW Ageing, Disability and Home Care
Strategy
During 2013, SCIA completed a strategic review to ensure that the organisation is well-placed to adapt to the challenges and opportunities which will arise from the launch and roll out of the National Disability Insurance Scheme (NDIS). SCIA recognises that the implementation of the NDIS has the potential to change the way in which many of our core services are funded and delivered. Our key government funding agreements run until June 30 2015, by which time the NDIS will not have rolled out across all regions. SCIA is mindful that all block funding agreements may not be renewed after this time, as the NDIS moves to give individuals more choice and control over how funds are spent to support them.

The review showed that SCIA is well placed to adapt to these changes and during the forthcoming financial year will be investing further in technology and infrastructure to support both existing and new service offerings for our clients, and to improve productivity and effectiveness of our workforce. Projects already coped and underway include an upgrade in our IT network and enhanced connectivity between our key sites. SCIA will also be investing further in SROI evaluations of our programs to demonstrate where the maximum social returns are generated and will use this evidence-based analysis to facilitate future negotiations with government and others around funding for key programs.

Performance
Revenue performance remained consistent with the previous year and maintained our strong growth across the past five years, largely driven by the success and expansion of our cutting edge Walk On exercise and rehabilitation program.

Overall, SCIA delivered a surplus of $267K through operations for the year and saw reserves rise by a further $247K through an increase in the value of its investments. Administration and marketing costs for the year were reduced by 10% versus 2012 through a focus on quality management and process improvements. However, this trend may be reversed in 2013 as we seek to invest in new services and processes to better serve our clients as the NDIS rolls out.
Governance
SCIA has established a solid platform for financial management and has come in slightly ahead of budget in each of the last five financial years. This has been achieved through the development of a sound strategic plan, management to a number of detailed divisional operating plans and a prudent budgeting policy. Our financial management is overseen by the management team and by a Finance and Audit Committee which meets quarterly and makes recommendations to both management and the Board on key financial issues.

Investments
The Finance and Audit Committee also oversees SCIA’s investment policy. SCIA maintains the appropriate level of reserves to meet its current and future financial obligations. Our investments are held between cash and cash equivalents, listed shares in corporations and an investment fund currently held with Macquarie Bank. The balance of funds held in each of these areas is reviewed periodically by the Finance and Audit Committee, and not less than once every two years, to ensure that we continue to achieve the right balance between risk and return.
### Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2013

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>8,113,825</td>
<td>8,017,648</td>
</tr>
<tr>
<td>Other income</td>
<td>11,008</td>
<td>25,566</td>
</tr>
<tr>
<td>Community development expenses</td>
<td>(2,822,596)</td>
<td>(2,649,354)</td>
</tr>
<tr>
<td>Community services expenses</td>
<td>(3,219,955)</td>
<td>(3,272,860)</td>
</tr>
<tr>
<td>Direct costs of fundraising</td>
<td>(105,546)</td>
<td>(143,351)</td>
</tr>
<tr>
<td>Administration and marketing</td>
<td>(1,708,841)</td>
<td>(1,890,561)</td>
</tr>
<tr>
<td>Surplus before income tax</td>
<td>267,895</td>
<td>87,088</td>
</tr>
<tr>
<td>Income tax expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>267,895</td>
<td>87,088</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit/(loss) on available-for-sale investments</td>
<td>247,192</td>
<td>(3,523)</td>
</tr>
<tr>
<td>Other comprehensive income for the year</td>
<td>247,192</td>
<td>(3,523)</td>
</tr>
</tbody>
</table>

### Statement of Cash Flows

For the year ended 30 June 2013

<table>
<thead>
<tr>
<th>CASH FLOWS FROM OPERATING ACTIVITIES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from customers</td>
<td>2,220,716</td>
<td>2,248,346</td>
</tr>
<tr>
<td>Payments to suppliers and employees</td>
<td>(7,740,036)</td>
<td>(7,405,434)</td>
</tr>
<tr>
<td>Donations received</td>
<td>1,176,004</td>
<td>1,422,132</td>
</tr>
<tr>
<td>Interest received</td>
<td>141,127</td>
<td>260,934</td>
</tr>
<tr>
<td>Receipt from grants</td>
<td>4,316,794</td>
<td>4,324,805</td>
</tr>
<tr>
<td>Net cash provided by/(used in) operating activities</td>
<td>114,605</td>
<td>850,783</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CASH FLOWS FROM INVESTING ACTIVITIES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sale of plant and equipment</td>
<td>103,175</td>
<td>38,389</td>
</tr>
<tr>
<td>Proceeds from sale of available-for-sale investments</td>
<td>15,026</td>
<td>33,302</td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>(377,695)</td>
<td>(614,729)</td>
</tr>
<tr>
<td>Purchase of available-for-sale investments</td>
<td>(800,509)</td>
<td>(1,251,529)</td>
</tr>
<tr>
<td>Net cash (used in)/provided by investing activities</td>
<td>(1,060,003)</td>
<td>(1,794,567)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CASH FLOWS FROM FINANCING ACTIVITIES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net increase (decrease) in cash and cash equivalents held</td>
<td>(945,398)</td>
<td>(943,784)</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of year</td>
<td>2,958,047</td>
<td>3,901,831</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of financial year</td>
<td>2,012,649</td>
<td>2,958,047</td>
</tr>
</tbody>
</table>
### Statement of Financial Position

**As at 30 June 2013**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>2,012,649</td>
<td>2,958,047</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>444,631</td>
<td>238,926</td>
</tr>
<tr>
<td>Financial assets</td>
<td>2,302,680</td>
<td>1,251,529</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>4,759,960</td>
<td>4,448,502</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assets</td>
<td>449,829</td>
<td>371,857</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>974,941</td>
<td>941,923</td>
</tr>
<tr>
<td><strong>TOTAL NON-CURRENT ASSETS</strong></td>
<td>1,424,770</td>
<td>1,313,780</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>6,184,730</td>
<td>5,762,282</td>
</tr>
</tbody>
</table>

| LIABILITIES | \ | |
| **CURRENT LIABILITIES** | | |
| Trade and other payables | 656,815 | 816,191 |
| Short-term provisions | 629,713 | 579,707 |
| Other liabilities | 62,176 | 41,370 |
| **TOTAL CURRENT LIABILITIES** | 1,348,704 | 1,437,268 |
| **NON-CURRENT LIABILITIES** | | |
| Long-term provisions | 41,412 | 45,487 |
| **TOTAL NON-CURRENT LIABILITIES** | 41,412 | 45,487 |
| **TOTAL LIABILITIES** | 1,390,116 | 1,482,755 |

| **NET ASSETS** | 4,794,614 | 4,279,527 |

| EQUITY | | |
| **Reserves** | 264,266 | 17,074 |
| **Retained surpluses** | 4,530,348 | 4,262,453 |
| **TOTAL EQUITY** | 4,794,614 | 4,279,527 |

### Statement of Changes in Equity

**For the year ended 30 June 2013**

<table>
<thead>
<tr>
<th>Available-for-sale Reserve</th>
<th>Retained Surpluses</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at 1 July 2012</strong></td>
<td>$17,074</td>
<td>$4,262,453</td>
</tr>
<tr>
<td>Gain on available-for-sale investments</td>
<td>247,192</td>
<td>-</td>
</tr>
<tr>
<td>Surplus attributable to members of the entity</td>
<td>-</td>
<td>267,895</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2013</strong></td>
<td>264,266</td>
<td>4,530,348</td>
</tr>
<tr>
<td>Balance at 1 July 2011</td>
<td>20,597</td>
<td>4,175,365</td>
</tr>
<tr>
<td>Loss on available-for-sale investments</td>
<td>(3,523)</td>
<td>-</td>
</tr>
<tr>
<td>Surplus attributable to members of the entity</td>
<td>-</td>
<td>87,088</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2012</strong></td>
<td>17,074</td>
<td>4,262,453</td>
</tr>
</tbody>
</table>
Independent Audit Report to the members of Spinal Cord Injuries Australia


The accompanying summary financial statements, which comprises the summary statement of financial position as at 30 June 2013, the summary statement of comprehensive income, summary statement of changes in equity and summary cash flow statement for the year then ended, are derived from the audited financial report of Spinal Cord Injuries Australia for the year ended 30 June 2013. We expressed an unmodified audit opinion on that financial report in our report dated 24 October 2013. That financial report, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on that financial report.

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards applied in the preparation of the audited financial report of Spinal Cord Injuries Australia. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of Spinal Cord Injuries Australia.

Directors’ Responsibility for the Summary Financial Statements

Directors are responsible for the preparation of a summary of the audited financial report on the basis described in Note 1 to the audited financial report, to the extent applicable to the summary financial statements.

Auditor’s Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

Opinion

In our opinion, the summary financial statements derived from the audited financial report of Spinal Cord Injuries Australia for the year ended 30 June 2013 are consistent, in all material respects, with that audited financial report, on the basis described in Note 1, contained in the audited financial report of Spinal Cord Injuries Australia for the year ended 30 June 2013.

Lawler Partners
Chartered Accountants

Dated 6th November 2013
Sydney

Full financials statements for the year ended June 30 2013 can be found online at www.scia.org.au/AR20122013
Search for ‘SCIA’ to download our free app for your iPhone or iPad