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National Disability Services

NSW Disability Services Sector

Directions for Industry Development

Final report

June 2010

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Acknowledgements

Contents

1   Preface

The service system supporting people with a disability, their families and carers is complex and multi-faceted. Services, whether they are provided by Government or the non-government sector, strive to deliver the best outcomes possible for the people they are there to support.

The need for true and effective partnerships between the community sector and Government to achieve well-being and social inclusion opportunities for people with a disability, their families and carers cannot be over stated. An ever increasing proportion of services are being provided by non-government organisations. Clearly articulating a direction that the sector can pursue, being clear about its goals, and what it will set out to achieve by and for itself to get there, is a critical step in achieving that outcome.

The NSW budget for 2009-10 announced $17 million to establish an Industry Fund to be used by the sector to build the capacity and sustainability of services and to revolutionise the way in which services are accessed by, and provided to people with a disability.
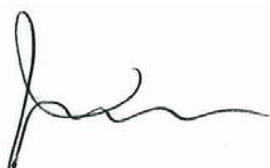
In late 2009, National Disability Services NSW in partnership with Ageing, Disability and Home Care (ADHC), brought together advocates, peaks, service providers and policy makers to develop a vision and direction for disability services into the future.

NSW Disability Services Sector: Directions for Industry Development is the first step in setting out a truly strategic focus for the sector in collaboration with the NSW Government, moving us beyond the funding relationship into a partnership that is focused on supporting people with a disability, their families and carers, and placing them firmly at the centre of service delivery.
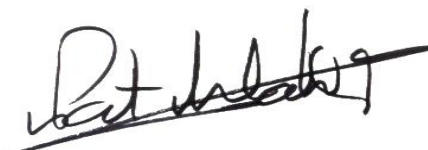
It sets out a vision for the sector, by the sector.

This document goes beyond the roles and responsibilities for the non-government organisations (NGOs) sector and includes a range of activities that the NSW Government will need to pursue, either directly through the ADHC agency, or through other areas of government, particularly mainstream services. In this vision, we see opportunities for true innovation, drawing in new partnerships with mainstream services so that people with a disability get the same access to basic services that we all enjoy, and with the private sector that is uniquely placed to bring resources and skills to this sector.

It is time for us to truly work together to make a sustainable and real difference, empowering the NGO sector to achieve and maintain an inclusive NSW where people with a disability are enabled to participate in their community and lead independent and meaningful lives.

Jim Moore   Patrick Maher

Chief Executive   State Manager

Ageing, Disability and Home Care   NDS New South Wales

2   Introduction

Disability services within NSW and around Australia are currently undertaking a range of developments to build on strengths and further improve the provision of services for people with disability, their families and carers.

In NSW, building a responsive, robust and sustainable disability sector has resulted in an increasing emphasis on, and commitment to a partnership approach between government and non-government services, and recognition of the critical importance of supporting the sector through this period. This partnership approach provides a powerful mechanism to achieve quality outcomes for people with disability, their families and carers.

There are still areas requiring further work, including enhancing the voice, choice and control of people with disability in the service system; meeting regulatory requirements; maintaining and improving quality; ensuring good governance; sound financial management and viability; realigning service delivery in accordance with changing expectations; and addressing workforce attraction and retention issues.

Focusing on industry development will further support the transition to a more integrated, efficient, innovative, robust and responsive service system to achieve quality outcomes for people with disability and their families in NSW.

Throughout this report, reference is made to people with disability and in doing so, we recognise the importance of the support provided by families and carers.

2.1   Developing the directions for industry development

This document has been developed after a series of workshops and interviews held with service providers, peak body representatives, and government representatives in November and December 2009:

- During November 2009, a series of regional stakeholder workshops were held to explore the sector's views on industry development issues and priorities, and supplemented by a number of interviews with consumer representative and advocacy organisations to capture the perspectives of people with disability and their families. From these stakeholder workshops, eight areas of focus were extrapolated.

- Following this, a two-day planning workshop involving representatives from the non-government disability services sector, peak bodies, and government was held in December 2009. This workshop focused on the vision and directions for the disability services sector in NSW, areas of focus for developing the sector to achieve this vision, and identifying the key industry development priorities and initiatives that need to be implemented in the short, medium and longer term. This resulted in the consolidation of the original eight areas of focus into six.

- A final half-day workshop was held with ADHC, Department of Human Services NSW and National Disability Services (NDS) representatives in March 2010 to examine and discuss the proposed industry development directions, strategies and actions which were derived from consultations with the sector.

2.2   Purpose of this report

The purpose of this report is to outline suggested directions for industry development in NSW as articulated by the disability services sector over the period to 2015, and describe the objectives, strategies and actions for industry development in the short, medium and longer term.

This report has been prepared based on consultations with service providers and other stakeholders in the NSW disability services sector, as well as government and NDS representatives.

This report can also be used to inform the allocation of the NSW Government's $17 million Industry Development Fund (IDF) for the disability services sector, which is being administered by NDS in partnership with ADHC.

This report is divided into the following sections:

- *Section 3: Moving forward – a partnership approach* outlines the vision for the non-government disability services sector, and how government and the non-government sector can work together more effectively

- Section 4: *Key areas of focus for industry development in NSW* outlines each of the six areas where industry development should be focused, including the goals and directions for each area, and the high-level strategies required to achieve these goals. These areas of focus are based on the themes identified in the stakeholder consultations as well as national directions and reform areas. The six areas of focus are:

  1.   People with disability at the centre of service delivery;

  2.   People with disability have access to the information and range of supports they need to live the lives they choose;

  3.   High-performing organisations achieving real outcomes for people with disability;

  4.   Robust planning and resource allocation decisions based on accurate data and evidence;

  5.   Effective governance, leadership and management of the sector;

  6.   The workforce is skilled, capable and focused on people with disability.

- *Section 5* outlines implementation considerations, including interdependencies between the areas of focus, and the process for determining priorities and sequencing of specific strategies and actions.

In addition, Appendix A outlines specific strategies and actions for each of the areas of focus for industry development that should be considered to achieve the goals and objectives identified. Appendix B outlines the organisations consulted as part of this project.

3 Moving forward – a partnership approach

3.1 Vision

The shared vision and commitment for industry development in NSW by government and its non-government partners is:

> *NSW is an inclusive state, where people with disability, their families and carers have the same opportunity to participate and contribute as other citizens.*
>
> *To achieve this, people with disability need to have access to information to make informed choices and should be able to access a range of supports and services that are responsive, innovative, high-quality and cost-effective, with a strong focus on supporting the inclusion of people with disability in the community. This is to be achieved through genuine partnership between Government, Non-Government Organisations (NGO), the community and people with disability, their families and carers.*

3.2 Social capital and the non-government sector

As noted in the Productivity Commission's recent report, *Contribution of the Not for Profit Sector* (February 2010), the non-government sector is large and diverse and makes a significant contribution to the economy, Australian society and communities, and as a vehicle for government service delivery.

The non-government sector facilitates and contributes to building social capital, which is "the relationships, understanding and social conventions that form an important part of the mediating environment that shapes economic and social opportunities"[1], and the extent of non-government activity is often viewed as an indicator of the health of society.

Governments are paying increasing attention to building the capacity of the non-government sector, not just to expand its role and effectiveness as a provider of government services, but also to build the capacity of the community to respond to the needs of people in the community. A strong, robust and effective non-government sector is more able to contribute to and build the capacity of the community and 'social capital', and is more able to harness and utilise community capacity and social capital for society and community benefit.

The Productivity Commission's report provides an in-depth review of the non-government sector in Australia, including its relationship with Government, and proposes five key areas of reform for building and strengthening the sector:

1. *Stimulus for social innovation* – develop new and better ways to tackle social problems and other issues where the benefits are largely to the community rather than financial returns. This requires collaborative approaches to address complex problems.

2. *Relationship building* - to strengthen collaboration and effective engagement especially in the delivery of government funded services.

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[1] Productivity Commission (2010): *Contribution of the Not for Profit Sector.*

3. *Streamlining the regulatory framework* – via a consolidated regulatory framework that provides a simple 'one stop shop' for Commonwealth registration and tax endorsement for Not-for-Profits (NFP); stream-lined reporting requirements; consistent and appropriate regulation by states and territories.

4. *Building knowledge systems* – that support understanding of the sector by itself, government and business as well as building evidence base for learning about effective social intervention and public policy measures.

5. *Improving arrangements for more effective sector development* – to promote development of support services for the sector, stimulate co-operation, build skills in governance, business planning and evaluation, promote workforce sustainability, and enhance access to capital.

The next section outlines the value of building a stronger partnership between government and the non-government disability sector.

3.3 Government and non-government partnership in NSW

The non-government sector, in partnership with ADHC, plays an essential role in supporting people with disability and their families and carers to get a life, have a better life, and live life on their own terms. Partnership is built on this shared common purpose and enacted through the complementary roles and mutual responsibilities of government and non-government organisations.

Both partners want an NGO sector that:

- is person and family centred, responsive and places people with disability at the centre of informed decision making;

- builds on community connectedness and garners opportunities, resources and supports so that people with disability and their families and carers can live life on their own terms;

- is outcome and performance orientated that welcomes and responds well to feedback from people with disability and the community;

- is the preferred vehicle for service delivery;

- builds community capacity and social capital, and utilises these for the benefit of people with disability;

- is diverse, and offers services with a range of sizes and profiles;

- has sufficient expertise and capability and knows what they should do;

- is well governed, with ADHC and the NGO sector having the confidence to partner together to deliver on this common purpose; and

- has a strong and positive relationship with its workforce.

Shared responsibilities

To support this vision, the responsibilities of NGOs and ADHC are to:

- demonstrate that the sector is delivering what it has agreed to do;

- focus on *what* is being achieved rather than *how*;

- make efficient use of government funds to maximise outcomes on behalf of people with disability and represent value for money;

- reduce red tape and simplify doing business with each other;

- addresses issues when community and people with disability are concerned, and puts things right when they go wrong;

- trust well governed organisations to deliver, using a light touch to verify that organisations are doing what they have agreed to do, and take a firmer stance with organisations that misuse that latitude, on behalf of the community and government; and

- reinforce the virtues that any well-governed organisation would want to have rather than prescribe what has to be done.

To achieve the partnership between ADHC and the NGO sector it is critical that the sector is:

- *Integrated* – the sector operates as one, focusing on outcomes for people with disability and their families through equitable sharing of information, resources and training.

- *Efficient* – minimises red tape, and addresses inefficient practices and unnecessary back office procedures to maximise service delivery capacity and quality.

- *Innovative* – improves outcomes for people with disability by creating an environment which cultivates diversity and creativity in the delivery of quality services and the development of new evidence based and responsive models of support.

- *Robust* – recognises that non-government organisations, both large and small, play a key role in the wider community by building on social capital to carry forward core business; cultivates a sustainable network of providers to assist people with disability to enjoy an ordinary life in keeping with the rest of the community.

- *Responsive* – enables greater opportunities for people with disability to be at the centre of the system, better aligns the mix and nature of available services with those requested by people with disability both now and in the future, and at both the micro and macro level from individual programs to sector-wide commissioning of services.

3.4 Developing the disability services sector in NSW

The development of the disability services sector in NSW is also based on a partnership approach and a shared commitment and vision for the future. The directions and initiatives for industry development are underpinned by the following principles:

- *Government and non-government organisations as partners in change* - all industry development initiatives will be developed, implemented and reviewed by engaging key stakeholders.

- *Enhancing the voice, choice and control of people with disability* - the structure of the disability services system will support contemporary evidence-based practice founded

on person-centred approaches to facilitate greater choice, voice and control for people with disability in the context of an equitable service system.

- *Cost neutral, utilising and restructuring existing resources* – wherever possible, any cost increases resulting from improvements in the structure of the disability services system must be met from within existing resources either through productivity improvements or the redistribution of resources.

- *Early intervention and prevention* - prevention and early intervention services delivered by both mainstream and disability service providers are important considerations in maximising the ability of people with disability, families and carers to live and fully participate in their community.

- *Committed and capable workforce* - the delivery of quality services must be underpinned by a workforce that maintains continuous professional development, that shares similar values and attitudes and that is appropriately skilled.

- *Sustainable service system* - implementation of less onerous but effective systems of compliance, quality and accountability are balanced by the need for a framework that reflects an organisation's ability to deliver on contractual obligations.

In considering the directions for industry development in NSW, it is important to remember that the development of the disability services industry in NSW is not occurring in isolation. It is informed by changes that are occurring within disability service provision across Australia and across the broader human services environment in NSW.

3.5   Links to the national reform agenda

Perhaps the most significant recent influence on disability services in Australia and internationally has been the *United Nations Convention on the Rights of Persons with Disabilities* (UN Convention), which Australia ratified in 2008, and which is the first legally binding international convention on the rights of people with disabilities. The UN Convention entrenches the legal and policy shift that has been occurring since the 1970s from a medical/deficit view of disability to a social and rights-based perspective.[2]

In Australia, the *stronger emphasis on human rights* for people with disability is evident in a number of ways:

- the UN Convention will be the foundation of the National Disability Strategy;[3]

- the Australian Human Rights Commission is more active in disability issues; and

- the Australian Government has held consultations on how Australia could better protect and promote human rights.[4]

There is currently significant reform being undertaken throughout Australia's disability service systems, both at the national level and within jurisdictions. In addition to the Productivity Commission's broader reform areas suggested for the wider NFP sector (outlined in *Contribution of the Not for Profit Sector*, February 2010), specific disability sector reforms at the national level are being shaped by the development of a *National*

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[2] United Nations (2008) *Convention on the Rights of Persons with Disabilities,*
http://www.un.org/disabilities/default.asp?navid=12&pid=150
[3] http://www.fahcsia.gov.au/sa/disability/pubs/policy/Documents/nds_discussion_paper/what.htm
[4] http://www.humanrightsconsultation.gov.au/www/nhrcc/nhrcc.nsf/Page/Home

Disability Strategy, and the implementation of the recently signed *National Disability Agreement (NDA)*, which replaces the third Commonwealth, State and Territory Disability Agreement (CSTDA).

Under the terms of the NDA, jurisdictions are committed to aspiring to meet the following objective:

> *"People with disability and their carers have an enhanced quality of life and participate as valued members of the community."* [5]

In July 2008 Commonwealth, the State and Territory Governments, through the Community and Disability Services Ministers Conference, agreed to establish a *National Disability Reform Agenda.* This Agenda aims to achieve national consistency and put the person with disability at the centre of disability service provision, as well as addressing demand for services.[6] The National Reform Agenda is referred to within the NDA and will sit under the National Disability Strategy.

The key priority areas, as agreed in the National Disability Reform Agenda, are:

a. Better Measurement of Need – involving developing a national model to estimate demand and improving data collection to provide a stronger basis for demand estimates.

b. Population Benchmarking for Disability Services – A National Population Benchmarking Framework will be developed and initial population benchmarking of disability services will be developed to improve the evidence base to assist in policy, service and planning decisions.

c. Making Older Carers a Priority – The National Disability Priorities Framework will assist Governments to target services to more vulnerable population groups based on relative need (including older carers and Indigenous people with disability).

d. Quality Improvement Systems based on Disability Standards – A National Disability Quality Framework with a National Quality Assurance system for disability services will be developed to introduce a national approach to quality assurance and the continuous improvement of disability services.

e. Service Planning and Strategies to Simplify Access – The National Framework for Service Planning and Access will be developed, focusing on providing a person-centred approach to service delivery and to simplify access to specialist disability services.

f. Early Intervention and Prevention, Lifelong Planning and Increasing Independence and Social Participation Strategies – An Early Intervention and Prevention Framework will be developed to increase Governments' ability to be effective with early intervention and prevention strategies and to ensure that people with disability receive the most appropriate and timely support.

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[5] Council of Australian Governments (2008) *Intergovernmental Agreement on Federal Financial Relations Schedule F - National Disability Agreement*
[6] Community and Disability Services Ministers' Conference: *Communiqué 23 July 2008*:
www.csmac.gov.au/admin/documents/2008%20-%20July%2022%20CSDMC%20meeting%20communique.doc

g. Increased Workforce Capacity – A national workforce strategy will be developed to address qualifications, training and cross sector career mapping issues and establishing the disability sector as an 'industry of choice'.

h. Increased Access for Indigenous Australians – A National Indigenous Access Framework will ensure that the needs of Indigenous Australians with disability are addressed through appropriate service delivery arrangements.

i. Access to Aids and Equipment – More consistent access to aids and equipment.

j. Improved Access to Disability Care – Systems that improve access to disability care and ensure people are referred to the most appropriate disability services and supports, including consideration of single access points and national consistent assessment processes in line with nationally agreed principles.

Along with the Australian Government and other jurisdictions, disability service provision in NSW will be shaped by these reform priorities.

4   Key areas of focus for industry development in NSW

This chapter outlines each of the six areas where industry development should be focused, including the goals and directions for each area, and the high-level strategies required to achieve these goals. These areas of focus are based on the themes identified in the stakeholder consultations as well as national directions and reform areas. The six areas of focus are:

1. People with disability at the centre of service delivery;

2. People with disability have access to the information and range of supports they need to live the lives they choose;

3. High-performing organisations achieving real outcomes for people with disability;

4. Robust planning and resource allocation decisions based on accurate data and evidence;

5. Effective governance, leadership and management of the sector; and

6. The workforce is skilled, capable and focused on people with disability.

These six areas of focus, along with the key strategies for each, link to the vision and the desired outcomes for the NGO sector, and are summarised in Figure 1 on the next page.

These six areas of focus are consistent with the reform areas outlined by the Productivity Commission in its report, *Contribution of the Not for Profit Sector* (February 2010), which aims to strengthen the not-for-profit sector and ensure that it continues to build upon the valuable contribution it makes to Australian society, community, and economy. Figure 2 illustrates how these six areas of focus relate to the Productivity Commission's main reform areas.

The following sections outline each area of focus in more detail, including the objectives and 'end state' for each area, and high-level strategies to be implemented to achieve these objectives. More specific strategies and actions for each area of focus are outlined in Appendix A.

Figure 1 – Vision, outcomes and areas of focus for industry development

Vision	**Outcomes for the NGO sector**	**Areas of focus**	**Strategies**

Vision: *NSW is an inclusive state, where people with disability, their families and carers have the same opportunity to participate and contribute as other citizens*

People with disability have access to information to make informed choices

A range of services that are responsive, innovative, high quality and cost effective

A strong focus on supporting people with a disability in the community

Genuine partnership between Government, NGOs, the community and people with a disability, their families and carers

Outcomes for the NGO sector: *Government and non-government partners will work together to build an NGO sector that is:*

Person and family centred

Builds on community connectedness

Outcome and performance orientated

Preferred vehicle for service delivery

Builds and utilises community capacity and social capital

Diverse

Sufficient expertise and capability

Well governed

Strong and positive relationship with workforce

Empowering people with disability

People with disability at the centre of service delivery
1. Promoting a consistent understanding of person centred approaches
2. Greater flexibility and innovative approaches tailored to people's needs and aspirations

People with disability have access to the information and range of supports they need to live the lives they choose
3. Building inclusive communities with capacity to support people with disability and their families
4. Working with mainstream services to respond to the needs of people with disability
5. Improving navigation of the service system for people with disability and their families
6. Creating consistent and streamlined intake and assessment processes for specialist disability services

Improving performance and decision-making

High-performing organisations achieving real outcomes for people with disability
7. Greater focus on quality improvement and measuring outcomes
8. Further promoting a culture of continuous improvement
9. Improving operational efficiency of organisations

Robust planning and resource allocation decisions based on accurate data and evidence
10. Strengthening service planning so that it is more robust and underpinned by data and evidence
11. Enhancing resource allocation to achieve an efficient, viable and sustainable sector

Building organisational capacity

Effective governance, leadership and management of the sector
12. Further enhancing Boards' corporate governance and leadership skills and their understanding of contemporary disability service provision
13. Enhancing managers' business management skills and leadership

The workforce is skilled, capable and focused on people with disability
14. Creating a sector that is an attractive and desirable place to work and has an adequate supply of skilled staff
15. Undertaking strategic workforce planning at system and organisational levels
16. Developing end enhancing workforce skills

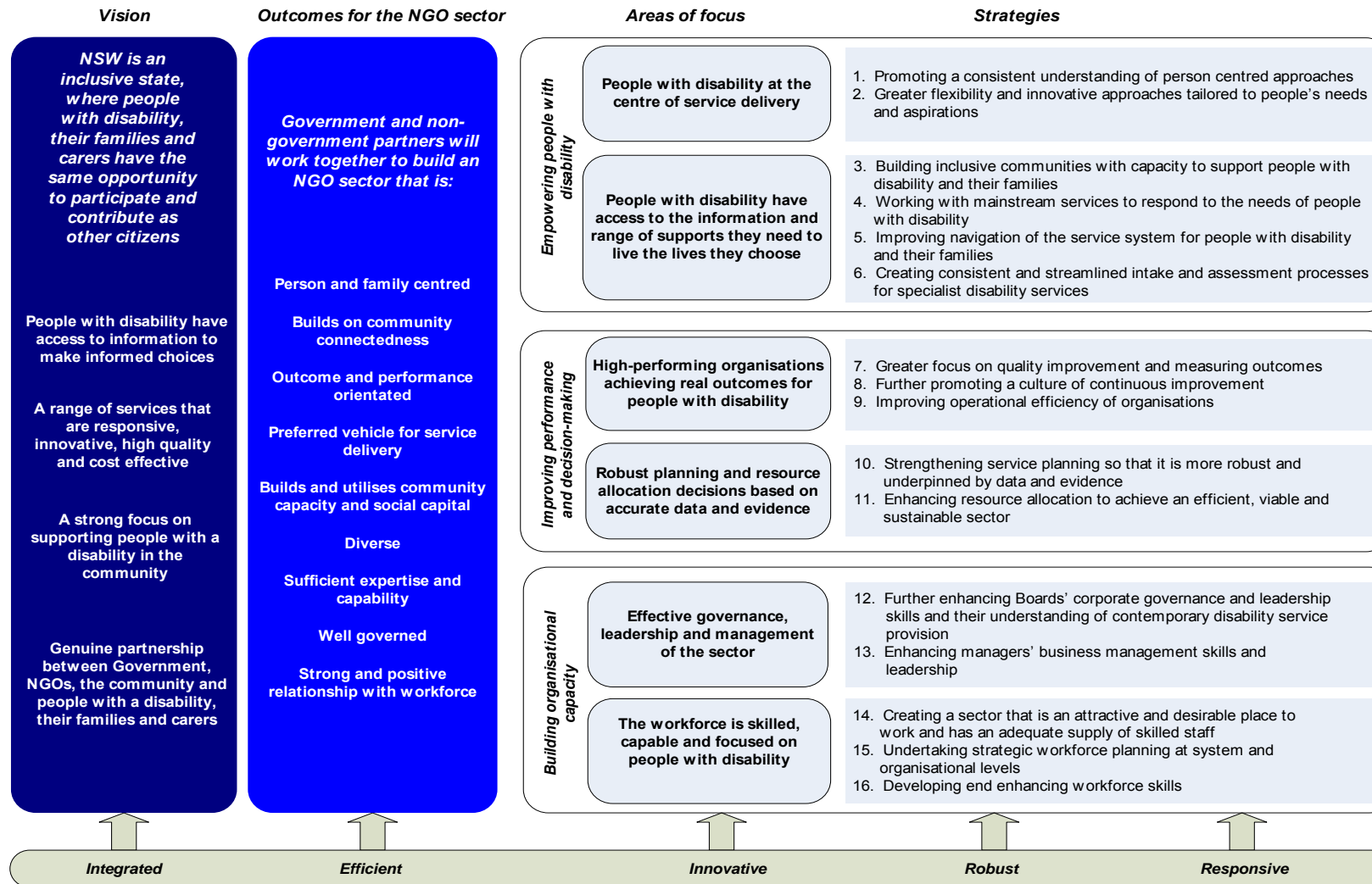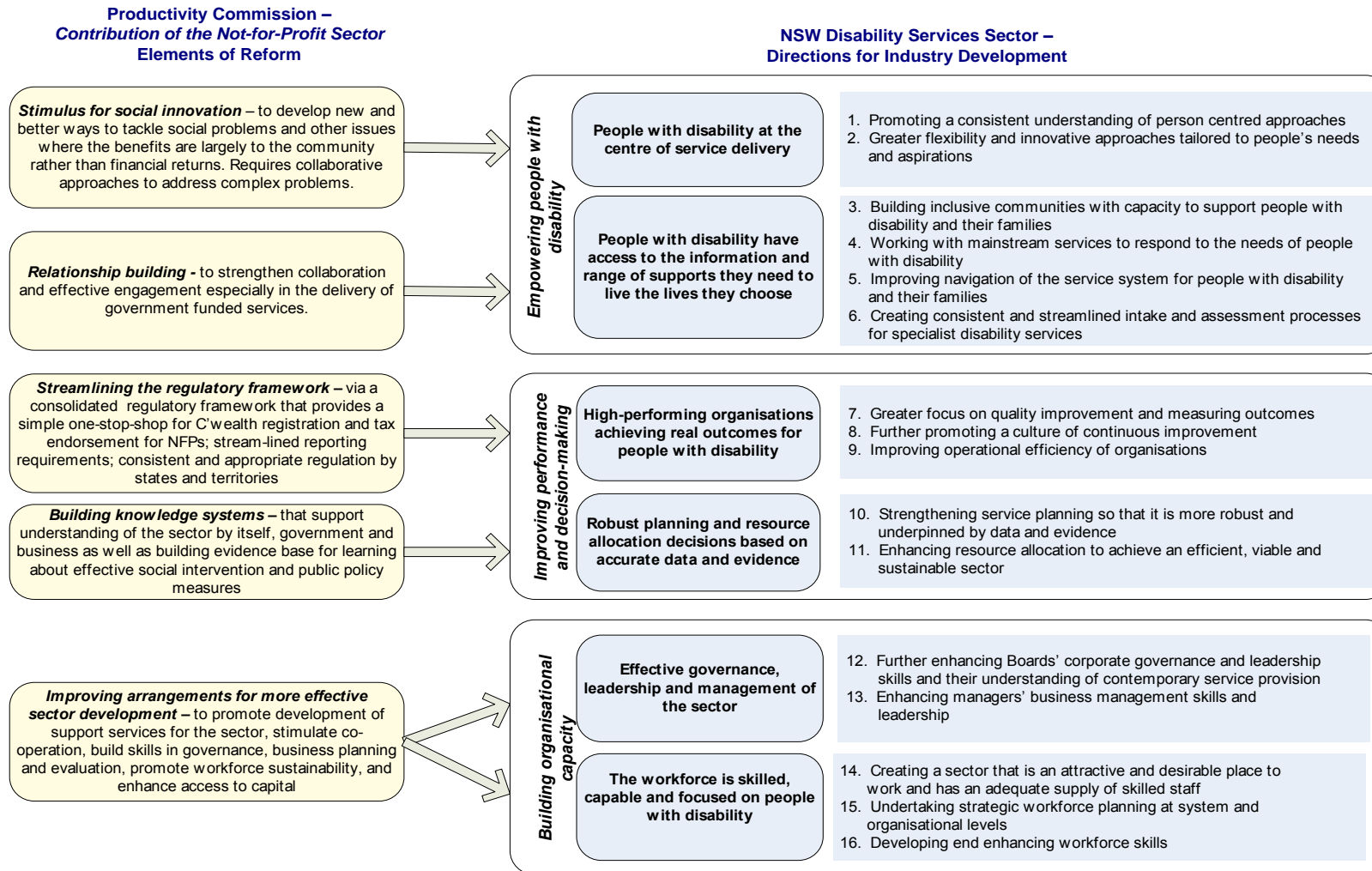*Integrated*   *Efficient*   *Innovative*   *Robust*   *Responsive*

Figure 2 – Areas of focus for industry development and Productivity Commission's main reform areas for not-for-profit sector

Productivity Commission –
Contribution of the Not-for-Profit Sector
Elements of Reform

NSW Disability Services Sector –
Directions for Industry Development

Stimulus for social innovation – to develop new and better ways to tackle social problems and other issues where the benefits are largely to the community rather than financial returns. Requires collaborative approaches to address complex problems.

Relationship building - to strengthen collaboration and effective engagement especially in the delivery of government funded services.

Empowering people with disability

People with disability at the centre of service delivery

1. Promoting a consistent understanding of person centred approaches
2. Greater flexibility and innovative approaches tailored to people's needs and aspirations

People with disability have access to the information and range of supports they need to live the lives they choose

3. Building inclusive communities with capacity to support people with disability and their families
4. Working with mainstream services to respond to the needs of people with disability
5. Improving navigation of the service system for people with disability and their families
6. Creating consistent and streamlined intake and assessment processes for specialist disability services

Streamlining the regulatory framework – via a consolidated regulatory framework that provides a simple one-stop-shop for C'wealth registration and tax endorsement for NFPs; stream-lined reporting requirements; consistent and appropriate regulation by states and territories

Building knowledge systems – that support understanding of the sector by itself, government and business as well as building evidence base for learning about effective social intervention and public policy measures

Improving performance and decision-making

High-performing organisations achieving real outcomes for people with disability

7. Greater focus on quality improvement and measuring outcomes
8. Further promoting a culture of continuous improvement
9. Improving operational efficiency of organisations

Robust planning and resource allocation decisions based on accurate data and evidence

10. Strengthening service planning so that it is more robust and underpinned by data and evidence
11. Enhancing resource allocation to achieve an efficient, viable and sustainable sector

Improving arrangements for more effective sector development – to promote development of support services for the sector, stimulate co-operation, build skills in governance, business planning and evaluation, promote workforce sustainability, and enhance access to capital

Building organisational capacity

Effective governance, leadership and management of the sector

12. Further enhancing Boards' corporate governance and leadership skills and their understanding of contemporary service provision
13. Enhancing managers' business management skills and leadership

The workforce is skilled, capable and focused on people with disability

14. Creating a sector that is an attractive and desirable place to work and has an adequate supply of skilled staff
15. Undertaking strategic workforce planning at system and organisational levels
16. Developing end enhancing workforce skills

4.1 People with disability at the centre of service delivery

A key feature of disability service provision in NSW is the shift toward more person-centred approaches to working with people with disability and their families. This is underpinned by an emphasis on human rights and a commitment to empowerment through the promotion of informed choice and participation in decision-making.

Person-centeredness is a principle that shapes all aspects of the way services are organised and delivered. It is the underpinning driver for each strategy that has been identified to enhance the industry's development in providing more effective services and supports for people with disability and their families in NSW, as outlined in this report.

Throughout this report, reference is made to people with disability, families and carers. In this context, "people with disability" is used to refer to children, young people and adults with disability. Person-centred approaches encompass all of these age groups, although specific strategies developed for children and young people with disability should be underpinned by a "child and family centred approach" in recognition of the importance of families and carers in supporting children and young people. Many adults with disability are also supported by families and carers, and person-centred approaches recognise the importance of this support, while also promoting the rights of adults with disability to make informed decisions and direct the way in which they receive services to the fullest extent of their ability.

Objectives

By implementing a range of strategies to strengthen person-centred approaches, it is envisaged that by 2015:

- *People with disability and their families and carers determine what supports and services they receive*, and are provided with information and support to access the full range of supports and services available so that they can live the life they choose. These include informal supports, mainstream services and specialist disability services.

- *Staff are skilled in person-centred planning and service delivery*, and work with people with disability in a way that empowers them and promotes choice.

- *Facilitating personal planning is a separate process to service provision*. This does not necessarily mean that it is carried out by a separate entity, particularly in rural areas, where there is a limited number of providers. Service providers may be involved in personal planning for clients already within the service system.

- There is a *range of funding mechanisms for individual supports in place* and people are provided with meaningful information that enables them to choose their preferred funding mechanisms.

- There is *collaboration between the disability services sector and other relevant government agencies*, such as housing, health, education, supported by a range of agreements such as whole of government strategy, Memoranda of Understanding or other such agreements. Specialist disability services and mainstream services collaborate at a local community level to enhance access to the supports and services to people with disability and their families.

- There is a *high level of trust and collaboration within the sector*, which enables collaboration and innovation to occur without fear from competition. Consequently, there is a greater range of options available to people with disability.

- An individual with disability has a *single holistic plan* that identifies their aspirations and support needs. Individuals are provided with information about the full range of options available to them which enables them to make informed choices about the types of supports and services that they prefer to access. These options include both informal and formal supports and are not limited by funding provisions.

Current situation

Across Australia, there is an increasing emphasis on the rights of people with disability, and the importance of person-centred approaches to the development and delivery of service responses.

Some jurisdictions have recently revised their disability services legislation to further emphasise the rights of people with disability and their place at the centre of service provision, for example the *Disability Services Act 1993 (Western Australia – amended in 2004)*[7], *Disability Services Act 2006 (Queensland)*[8] and *Disability Act 2006 (Victoria)*[9]

Victoria has taken this commitment further and has developed the *Victorian Charter of Human Rights and Responsibilities 2006*, which is a legislative framework based on the Universal Declaration of Human Rights guaranteeing civil, political, social and cultural rights to all people in Victoria.

All jurisdictions are implementing reforms to make their services systems more person-centred, and many have developed key policy and strategy documents that reflect this focus on the individual. Examples include:

- Western Australia's *Disability Future Directions 2025* (currently under development), *Community Living Initiative*[10] and *Disability Services Commission Strategic Plan 2006-2010;*[11]

- Queensland Government's *Growing Stronger*[12] which introduces a person–centred approach to delivering disability services through tailored service responses informed by assessment outcomes; and

- Disability ACT's *Quality of Life Grants*[13], which provides funding for small person centred projects directly to an individual rather than an agency.

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[7] Available at http://www.slp.wa.gov.au/pco/prod/filestore.nsf/Documents/MRDocument:5629P/$FILE/DisabilityServAct1993_03-a0-06.pdf?OpenElement
[8] Available at http://www.legislation.qld.gov.au/LEGISLTN/CURRENT/D/DisabServA06.pdf
[9] Available at http://www.legislation.vic.gov.au/Domino/Web_Notes/LDMS/PubStatbook.nsf/f932b66241ecf1b7ca256e92000e23be/0B82C05270E27961CA25717000216104/$FILE/06-023a.pdf
[10] Available at http://www.disability.wa.gov.au/forindividuals/clivinginitiative.html
[11] Available at http://www.disability.wa.gov.au/dscwr/_assets/main/guidelines/documents/pdf/dsc2006strategicplan_(id_1176_ver_2.0.0).pdf
[12] Available at http://www.disability.qld.gov.au/key-projects/growing-stronger/
[13] Available at http://www.dhcs.act.gov.au/__data/assets/pdf_file/0007/28996/Information_-_Qualtiy_of_Life_Grant_2009.pdf

Consistent with the promotion of human rights and the principles of participation and self-determination, across Australia, people with disability and their families and carers are playing an increasing role in the design and delivery of support programs and services at a local level. Some examples of mechanisms for ensuring that people with disability have a voice in shaping the way services respond to them include:

* the Australian Capital Territory *Challenge 2014 – A ten year vision for disability in the ACT,*[14] which was developed through extensive consultation with people with disability, families and carers, service providers, community organisations and Government agencies through public forums, targeted discussions and meetings and through written submissions;

* people with disability have been heavily involved in the development of Western Australia's *Disability Future Directions 2025*[15] - people with disability, their carers and services providers were asked to consider the future and consulted about their experiences, hopes and fears, participate in workshops, and comment on the draft policy document;

* Western Australia's reference networks conduct regular public meetings throughout WA with people with disability; and

* *Have Your Say: On Improving Disability Services in Queensland – 2005-06* which involved a public consultation process on proposed improvements to disability services in Queensland.

There is also a substantial move towards tailoring service provision to the individual, with a range of models focused on supporting the person with disability to live in the community and the development of informal support networks, with an emphasis on supporting and strengthening the capacity of families. Associated with the emphasis on tailored responses, there is an emerging trend toward directing people with disability and their families and carers to supports from a range of human services and within informal care networks at an early stage, in order to reduce, delay or avoid the need for more intensive supports provided by the specialist disability service system.

In NSW, growth and additional funding under *Stronger Together 2006-2016*[16] provides a platform to improve the client-provider interface and signals the NSW Government's commitment to this. *Stronger Together* outlines a shift to more flexible services that are better targeted to meeting individual needs and an acknowledgement that these needs will change over time. Research and piloting is underway to investigate how to further implement individualised support for people with disability.

There has also been a greater shift to:

* *early intervention and prevention* to enable people with disability to live as independently as possible and to reduce, delay or avoid the need for more intensive or specialist supports; and

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[14] Available at http://www.dhcs.act.gov.au/__data/assets/pdf_file/0015/5334/Challenge_2014.pdf

[15] Available at www.disability.wa.gov.au/dsc/corpdocuments/.../dfd2025.html?s

[16] Department of Ageing, Disability and Home Care (2006) *Stronger Together – A New Direction for Disability Services in NSW 2006-2016*: http://www.dadhc.nsw.gov.au/NR/rdonlyres/93E65784-353B-4E01-8858-303F4B247A76/1986/StrongerTogetherPlan2.pdf, Accessed October 2009.

- *supporting families* and *building informal care capacity* to give them the knowledge and skills to meet the needs of the person with disability in a more appropriate, less intensive way than the specialist disability service system.

The *NSW State Plan* sets a whole of government goal for early intervention, and a number of early intervention and family support initiatives have been implemented under *Stronger Together*, including the development of a new case management framework and additional case managers, the introduction of Intensive Family Support program, and the establishment of the Family Assistance Fund.

Strategies and actions for consideration

While recognising that progress has been made in achieving better outcomes for people with disability and their families, there is a need for a stronger alignment of processes and practices with the principles of person-centred approaches and the promotion of the rights of people with disability to exercise choice, voice and control.

Strategies to achieve this should focus on:

Promoting a consistent understanding of person-centred approaches amongst people with disability and their families as well as service providers

The focus of this strategy should be on ensuring that appropriate mechanisms are in place to enable people with disability, their families and carers, ADHC and NGO service providers to develop a shared understanding of the concepts and principles related to person-centred approaches. Therefore, consideration should be given to:

- developing and disseminating an agreed set of principles to guide person-centred approaches across the sector;

- raising awareness and building understanding of person-centred approaches and implications for people with disability and their families and carers;

- ensuring that the workforce has the appropriate skills and knowledge to ensure that person-centred approaches are applied to all aspects of service planning and delivery; and

- strengthening consultation processes to ensure that the service system is responsive to the individual needs of people with disability.

Creating greater flexibility in service responses, and innovative approaches that are tailored to an individual's needs and aspirations

Increasing the commitment to person-centred approaches means moving away from program driven service provision and toward people with disability accessing the full range of community supports and maximising naturally occurring informal support, as well as mainstream services. Where disability supports are required, they are tailored to and directed by the individual.

There is already a significant amount of work occurring in NSW to strengthen the focus on prevention and early intervention. This work should be further expanded to create additional capacity and innovative service responses that are aimed at linking people with disability, their families and carers to low intensity supports at the earliest effective time (and which may be in other human services like the health, education and housing

systems). In addition, consideration should be given to developing approaches that support people at key transition points – this work should link to and be informed by the development of individual pathways.

The focus here should be on ensuring that services are responsive to individual needs, and that there is increased innovation and flexibility within services so that people with disability and their families have greater control over what services they receive. This will require:

- understanding what types of supports people with disability and their families would like to receive, and provide opportunities to participate in shaping how services are delivered;

- developing models and approaches that focus on early intervention and provide support to families and carers at key transition points; and

- supporting service providers to reconfigure their service models and practices so as to provide more responsive, flexible and individualised services.

4.2 People with disability have access to the information and range of supports they need to live the lives they choose[17]

The Australian Government's Social Inclusion Agenda foresees a future in which 'no Australian is excluded from meaningful participation in the mainstream economic and social life of the community'. This agenda is driving reform in human service delivery by demanding an improved reach, impact and accountability of government and non-government services for individuals and communities who are excluded or marginalised, including people with disability.

For people with disability, social inclusion and community connectedness implies having access to a range of supports and services that provide the skills and opportunities to enable education and labour market participation, as well as participation in the full range of social opportunities that are available to other members of the community. These supports and services include:

- informal supports e.g. families, carers, friends;

- community programs e.g. social clubs, community colleges;

- mainstream services e.g. health, housing, transport, education; and

- targeted programs provided within mainstream services e.g. Disability Housing and Support Initiative (DHASI).

Many NGO service providers have the advantage of having greater knowledge of and closer contact with local communities, enabling NGO's to provide better access to services for some targeted groups in the community. The NGO sector is therefore well positioned to leverage these linkages with local communities to enhance services that better reflect the diversity of the communities they service, and enhance the inclusion of diverse cultural groups within the community.

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[17] This area of focus is a consolidation of 'a service system which is easy to access and navigate' with 'strong community linkages and connectedness'

Some people with disability and their families and carers will require access to a level of support that cannot be obtained through informal, community or mainstream supports. When this occurs, specialist disability service responses should be available and provided in a way that builds the capacity and independence of individuals, with a focus on removing the barriers to full inclusion in society.

The continuum of supports and services that may be required to enable people with disability to live the lives they choose and achieve full social inclusion is represented in the diagram below. People with disability may access services at different points along the continuum at the same time – for example, mainstream services as well as some specialist disability services.

Figure 1   Continuum of supports for people with disability
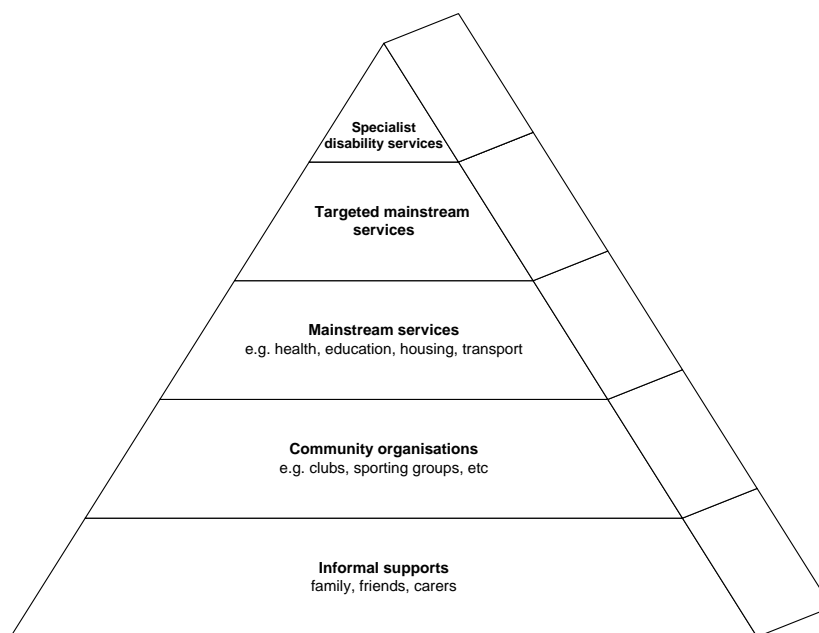
For people with disability requiring services (both mainstream and disability-specific), having accessible information about the options available, being able to access and navigate the system, and being able to exercise choice about the service responses they are seeking, are critical to achieving the outcomes they are seeking.

Intake, assessment and referral processes that support access to the full range of informal and community supports, mainstream and specialist services are consistent with contemporary leading edge practice in Australia and internationally. Such approaches move away from program-driven service responses to a system based on assisting people with disability to obtain information about and access the range of supports that fit their needs and aspirations.

This requires:

- well-defined, clear entry points into the service system;

- consistent and streamlined intake and assessment processes which are person-centred;

- a service system which is easy to navigate, where people with disability and their families and carers are provided with clear information about community, mainstream and specialist service options, and know where to go to get support when needed;

- clear referral pathways to both mainstream and specialist services; and

- an understanding of system capacity and a resource planning process linked to need.

Objectives

Achieving better outcomes for people with disability and their families in terms of full social and economic participation requires a fully integrated approach to providing supports and services and is best achieved through partnership between Government, NGOs, the community and people with disability. It is also important that the service system is easy to navigate for people with disability and their families and carers, that they are able to easily access the information and services they require, and that individuals are directed to the most appropriate services for their needs.

Building an integrated system that works together to achieve the social inclusion of people with disability and their families will mean that by 2015:

- People with disability have *access to a range of services and supports* that provide the skills and opportunities to enable education and labour market participation, as well as participation in the community.

- The sector will provide people with disability, their families and carers access to information on what services are available and how these services can be accessed (both specialist and mainstream) from any point in the service system that they initially contact.

- Information for different parts of the service system is readily available through *collaborative 'hubs'*. Hubs also provide the platform for sharing information between different parts of the service system.

- *Services are more visible* to people with disability and their families and carers, and to the general population, so that people know where to go to access information and services.

- There is a *single intake point ("one door") for specialist disability services* – people with disability who need to access services go through this single point. This single door acts as a gatekeeper, determines eligibility, and assesses for need.

- *People are screened for eligibility only once* using a common screening tool, though their needs are reassessed at key life stages or as their needs change.

- The approach for accessing services is:

  - *Planned* – reflecting key life stages and transition points

- *Facilitated* – to assist people with disability access the services they need, where this facilitation is needed. This facilitation can be independent of service provision, or located within service providers.

- *Integrated* – the sector shall seek to identify the gaps, cracks and overlaps in the service system, and shall seek to influence other community and mainstream services to work collaboratively to develop an integrated service system.

- *The disability service system is easy to navigate* for people with disability and their families and carers. This is particularly apparent at key transition points – such as leaving school – when people with disability need to access new services.

- *Aboriginal people and other communities* including culturally and linguistically diverse groups and people with specific communication needs are aware of what services are available and are assisted to access the services they need by utilising a *proactive outreach approach*.

- Disability service providers have *strong linkages to communities, local government, the for-profit sector and mainstream services, as well as other disability service providers,* and use these connections to ensure that people with disability have access to the full range of supports available in the local community.

- NGOs are encouraged and supported to be *innovative in building capacity in the community*. This includes allowing organisations to make mistakes, with the learnings from such mistakes shared across the sector. The responsibility of NGOs in community capacity building is reflected in funding agreements.

- *IT systems support access to and sharing of information* and the transfer of an individual's information to facilitate access to services.

Current situation

Across Australia, the provision of information is a pivotal part of an effective disability service system. It supports and empowers people with disability, their families and carers to make choices about their supports and to live as independently as possible. It is also an important mechanism for raising awareness and influencing attitudes and behaviours within the broader community in order to increase the social and economic inclusion of people with disability in society.

Additionally, the National Disability Agreement includes commitments to:

- develop a National Framework for Service Planning and Access, focusing on providing a person-centred approach to service delivery and to simplify access to specialist disability services;

- consider single access points and nationally consistent assessment processes in line with nationally agreed principles by the end 2011;

- develop a National Disability Priorities Framework to assist Governments to target services to more vulnerable population groups based on relative need (including older carers and Aboriginal and Torres Strait Islander people with disability); and

- develop a National Indigenous Access Framework to ensure that the needs of Aboriginal and Torres Strait Islander Australians with disability are addressed through appropriate service delivery arrangements.

Improving access to and navigation of the service system, and ensuring that people with disability are able to get the supports that they require, has highlighted the need for collaboration between service providers – including mainstream services as well as Government and NGO disability service providers.

The increased reliance on partnerships and coordination between government agencies and NGO service providers is a current trend in the delivery of disability services, which improves the integration, coordination, responsiveness and accessibility of generic services and enables better targeting of specialist disability services.

Tasmania provides an example of jurisdictions undertaking work to improve collaboration and integrate specialist disability services with other government services.[18] Tasmania is developing a combined implementation plan for its disability services and family services reforms. Once implemented, access to these services will be through a common point of access within each region, with a combined local area coordination service. Implementation of these reforms is a key reform priority for Tasmania.

The *NSW State Plan* sets out goals and priorities to improve government service delivery for the benefit of the people of NSW. Within one of its five areas of activity – Fairness and Opportunity – is a priority to increase "employment and community participation for people with disability". This is reinforced in the objectives of *Stronger Together* and *Better Together.* The NSW Government has made a commitment to the development of Disability Action Plans for all government departments. In addition, the NSW Government has made changes to government procurement regulations to enhance government procurement from Australian Disability Enterprises.

Strengths of the current disability service system include the commitment between Government and NGOs to work together to improve outcomes for people with disability and their families. In addition, many NGOs have strong linkages with their local communities, and there is scope to build on this connectedness to and strengthen the role of the community in supporting and including people with disability.

For people requiring access to specialist disability services, the system can be difficult to navigate and it can be difficult to obtain information to support informed choice about services. This is particularly apparent at key transition points – such as leaving school – when people with disability need to access new services.

One way of addressing this is to consider the concept of an individual's pathways. By looking at the key transition points across an individual's life it is possible to estimate the array of supports that an individual may need. This provides a useful method for assessing the capacity of the local service system to respond to such needs while concurrently highlighting areas requiring further enhancement and development. A focus on an individual's pathways does not negate the need to tailor services and take an individualised approach, rather it is complementary and provides a useful framework for assessing needs.

Currently, there are a range of strengths and initiatives that can be built on:

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[18] Department of Health and Human Services, Future Communities, Operational Framework for Disability Services http://www.dhhs.tas.gov.au/future_communities/reform_implementation_unit/disability_services_reform/operational_framework_for_disability_services

- ADHC's regional Information, Referral and Intake teams currently provide a single point of contact for disability support for each region and referral to mainstream and NGO disability supports.

- the Service Provider Portal is an internet-based broadcast communication tool, which could be enhanced. Human Services Net (HSNet) is an internet-based portal which contains information and service directories on a range of services – both specialist and mainstream – which organisations can access to ensure they have the best information on services available when making referrals. HSNet also has the functionality to transfer referral information between providers electronically.

- a single entry point for Home and Community Care (HACC) services is also currently being trialled in the Hunter region. This access point means that clients who need HACC services contact a single point, have their needs assessed, and be referred to one or a number of services. Clients are able to contact one place rather than potentially multiple service providers and give their personal information once only (with information stored and transferred electronically). The single access point has enabled more consistent assessment of needs and eligibility, and aims to ensure that clients reach the services that are most appropriate for their needs. Wider roll-out of the access point model is currently being examined.

Strategies and actions for consideration

Supporting people with disability and families to achieve social inclusion and live the lives they choose requires a number of actions on the part of ADHC, NGOs and mainstream service providers as well as greater leveraging of community capacity. Strategies to achieve this should focus on:

Building communities that are inclusive and have the capacity to support people with disability and their families

This involves leveraging the linkages that NGOs have with communities and building on the capacity of communities to support people with disability and their families and carers. This should encompass:

- raising community awareness about people with disability;

- providing NGOs with the resources, tools and training to engage in community capacity building; and

- recognising the diversity within communities and developing evidence based culturally appropriate approaches to community development for Aboriginal communities and among communities of people from different cultural and linguistic backgrounds.

Working with mainstream services to better respond to the individual needs of people with disability

The focus of this strategy should be on strengthening mainstream services so that they are better equipped to cater to the individual needs of people with disability. Building this capacity will require ADHC and NGOs to adopt a collaborative approach to:

- developing joint training for specialist disability services and mainstream services;

- up-skilling mainstream services through formal partnerships, secondments of staff or mentoring;

- local, regional and state-wide planning to proactively target capacity building in mainstream providers; and

- supporting the NGO sector to leverage its capacity to work with mainstream services to improve outcomes for people with disability and their families.

Improving navigation of the service system for people with disability and their families and carers particularly at key transition points

To improve navigation of the service system for people with disability and their families and carers, NGOs, ADHC and mainstream services providers need to work together to improve information, coordination and integration within the system so that people with disability and their families are to make informed decisions about the supports and services they wish to access, are able to access these supports and services and move through the system as needs change.

This will require information to be accessible, not only to people with disability and their families, but also to service providers and the wider community to build a shared understanding of options available. This should involve exploring the potential for easily accessible information "hubs" or portals to provide information for people with disability, disability services, mainstream services, families, and community members.

Consideration should also be given to improving the ease of navigation of the system through establishing local coordinators/ facilitators to assist people with disability to access information about the range of supports and services available in the community and within the disability services system, and to access these supports.

Using the concept of 'individual pathways' and identifying the key transition points across an individual's life, it is possible to identify the array of supports that an individual may need. This will provide a useful method for assessing the capacity of the local service system to respond to such needs while concurrently highlighting areas requiring further enhancement and development.

Creating consistent and streamlined intake and assessment process for accessing specialist disability services

The focus should be on ADHC and NGOs working together to build on work currently underway in NSW to improve intake and assessment processes, and information sharing to promote ease of access to supports and services (including community and mainstream services) and reduce the burden on people with disability and their families associated with multiple assessments, particularly for people who require multiple supports or services.

A particular focus should be improving current approaches to establishing eligibility, and consideration should be given to agreeing its purpose and when it occurs so as to reduce the need for re-establishing eligibility at multiple points in a person's life or when accessing more than one service.

Further detail regarding these strategies and actions is outlined in Appendix A.

4.3   High-performing organisations achieving real outcomes for people with disability[19]

High-performing organisations are those which are delivering quality services achieving outcomes for people with disability, manage resources efficiently and maximise the benefit for people with disability within the available resource pool, and are innovative and strive for excellence in what they do.

Objectives

Implementing a range of strategies to support and encourage high-performing organisations that achieve real outcomes for people with disability will mean that by 2015:

1. *organisations are more effective*, deliver better quality services and better achieve outcomes for people with disability;

2. *organisations are more efficient* and achieve greater *value-for-money* by utilising the available resources for maximum benefit of people with disability; and

3. *organisations are more innovative*, willing to take risks and try new methods of service delivery with confidence, share learnings and contribute to the evidence base for effective care and support.

Current situation

The NSW Government is taking action to ensure that regulation is more effective in achieving its objectives and do not impose unnecessary burdens on business and the community. Cutting red tape is a priority under the *NSW State Plan*, and the Government announced in April 2009 that it has committed to reducing red tape, across the whole of government, by $500 million by 2011. In December 2009 the NSW Government released a report which commits it to delivery of specific red tape reduction strategies for the non-government sector throughout 2010. ADHC is also exploring alternative approaches to reduce regulatory burden.

One of the key reform areas in the National Disability Agreement is the development of a National Quality Framework which balances quality assurance and the continuous improvement of disability services. An interim framework was agreed to by Disability Services Ministers in October 2009 and a process of consultation is occurring throughout 2010.   Further, a number of other jurisdictions (most notably Victoria and Western Australia) have already progressed with developing their own quality frameworks which move beyond quality assurance and compliance and have a stronger focus on quality improvement and outcomes for people with disability.

In NSW, the current approach is generally accepted as being robust and a good indicator of compliance though not necessarily of quality, and there is a need to better balance compliance against standards with a focus on outcomes and quality improvement mechanisms to ensure continuous improvement. ADHC, with its NGO partners, is seeking to progress the development of a quality framework that focuses on achieving positive outcomes for people with disability and their families.

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[19] This area of focus is a consolidation of 'quality services achieving outcomes for people with disability' and 'efficient and well performing organisations'.

Further, non-government organisations to a large extent already have a focus on efficiency and performance, and on utilising their resources in the best way possible to maximise the outcomes achieved for people with disability. However, some organisations may lack the management expertise, access to robust data, or performance monitoring systems which are key to improving efficiency and performance.

There are also well-developed data reporting mechanisms that are able to provide valuable information for organisations to support performance improvement. Currently, however, reporting is generally 'one way' (that is, from organisations to Government), and there is no comprehensive performance feedback mechanisms or performance benchmarking systems in existence to better utilise the data collected. This lack of feedback mechanisms and regular analysis means that data quality may not be optimal, reducing its potential to inform efficiency and performance improvement.

Further, elements of competition within the sector (for example, due to competitive tendering) has not promoted collaboration or cooperation and sharing resources, and initiatives that may have improved organisations' operational efficiency (such as shared services) are yet to be utilised to any great extent.

Strategies and actions for consideration

Supporting and encouraging high-performing organisations requires a number of actions on the part of ADHC and NGOs. Strategies to promote and achieve improvements in performance should focus on:

Greater focus on quality improvement and measuring outcomes for people with disability

Primarily, this should involve developing a quality framework that focuses on outcomes for people with disability in line with the National Quality Framework.[20] This framework should balance 'quality assurance' and compliance with specific service standards with 'quality improvement' and a focus on outcomes for people with disability and their families.

Elements of the framework should include:

- clearly articulated outcomes and measurable outcome indicators (including measures of satisfaction of people with disability and their families);

- objective and consistent processes for monitoring quality across all disability service providers (government and NGO), based on clearly articulated and measurable outcomes and service standards, which do not place an undue administrative burden on organisations who deliver services;

- supporting processes and tools for measuring outcomes; and

- appropriate rewards and sanctions for good or poor performance.

In developing the framework, consideration should be given to the need and feasibility of periodic independent verification of service quality by an independent third party(ies) (third party accreditation).

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[20] The interim *National Quality Framework for Disability Services in Australia* was agreed to by Disability Services Ministers in October 2009, and can be accessed at
http://www.dhs.vic.gov.au/__data/assets/pdf_file/0010/378433/qualitly_interimnationalqfdsinaust_1109.pdf

In addition, consideration should be given to ensuring people with disability and their families are informed about quality and effectiveness and are able to use this information to support their decisions about the services and service providers they access. This may include investigation of a quality 'branding' (such as using the NDS brand as an indicator of quality) or a rating system.

Further promoting a culture of continuous improvement

A culture of continuous improvement within organisations is underpinned by regular, self-review of performance and periodic external review and evaluation, and based on a robust approach to performance measurement and benchmarking.

To achieve this, ADHC and NGOs should work together to develop and provide tools and supports to assist organisations embed a culture of continuous improvement with a focus on excellence, innovation and effective risk management.

Improving the operational efficiency of organisations

Part of a culture of continuous improvement involves organisations regularly examining their operational efficiency and identifying how they can better utilise their resources for the benefit of people with disability. Organisations should be supported in this by:

- Developing performance feedback mechanisms (as identified above) to provide the necessary data and information to enable organisations to identify opportunities for efficiency improvement; and

- Opportunities to build their organisational management capacity in relation to financial management, human resource management, and change management.

Organisations are also able to work collaboratively with others to improve their organisations' operational efficiency, such as sharing 'back office' functions and common transactional processes (such as IT, human resource management and recruitment). To facilitate this and further contribute to improving sector and organisational efficiency, information on and promotion of sustainable business models and collaborative models should be developed, and assistance to implement these models provided by government or by other non-government organisations that have already benefited from such models should be considered.

More specific actions to reduce the administrative burden associated with organisational monitoring, reporting and accountability requirements and with purchasing and tendering processes are already underway. These should continue and potentially extended to achieve further gains in efficiency and to maximise the level of resources available for services and supports for people with disability.

Further detail regarding these strategies and actions is outlined in Appendix A.

4.4 Robust planning and resource allocation decisions based on accurate data and evidence

Effective planning and resource allocation ensures that resources are available for services and supports where they are needed most as well as where they can have the greatest impact now and in the future.

Effective resource allocation and service planning is vital given the growing demand pressures on the system, due in large part to changing demographic trends, improvements in medical technology prolonging life and ageing carers, leading to a decline in informal support networks.

A key attribute of resource allocation and service planning is basing investment decisions on reliable, accurate data relating to need (including unmet need and under-met need) and demand, which can enable services to be more responsive and adaptive to need in the short, medium, and longer term. Investment decisions should also be based on proven benefit, where resources allocation is balanced between services and supports that can provide the best outcomes for people with disability in the short term with 'early intervention' that can have a significant longer term impact.

Objectives

Implementing a range of strategies to strengthen planning and resource allocation will mean that by 2015:

- Comprehensive service planning and resource allocation will ensure that *service location and availability is consistent with levels of need and demand*, service delivery is *viable and sustainable*, *efficient and effective*, and is underpinned by thorough and robust analysis and understanding of need, current service levels, and costs of service provision.

- Service planning and resource allocation is *undertaken with a long-term investment view*, focusing on building capacity over time, is dynamic and takes account of changing needs and circumstances, provides certainty of resourcing, and which considers the longer term impacts and benefits of investment. Taking a long-term view will also facilitate stronger linkages between service and infrastructure planning.

- *Joint planning is a transparent, open and consultative process* – involving Government, the non-government sector, other appropriate mainstream government services and the community – and occurs at a local, regional and state-wide level.

- Resource allocation is a *collaborative, partnership-based process*, rather than a competitive process which results in unnecessary competition between organisations, and which undermines moves to greater cooperation and collaboration between providers.

- There is *joint oversight and coordination* of planning and resource allocation processes, involving both ADHC and NGOs.

Current situation

Provider funding has traditionally been based on the estimated cost of delivering services at a provider-level (based on tendering arrangements), or based on a specified 'volume' of services to be delivered at a given 'price' (generally determined by Government). More recently, with the shift to more person-centred approaches, individualised funding is being implemented as an option within some programs, where service funding is determined on the basis of individual need and is portable across providers.

In addition, work is being undertaken by ADHC to improve purchasing arrangements, including the development of new purchasing guidelines, the development of resources to

support the non-government sector tendering to provide services (and reducing the onerous nature of tendering), and the use of different purchasing models such as pre-qualified panels. By reducing requirements on non-government providers in the tendering process and in monitoring of performance, the 'burden' on providers can be reduced – freeing resources for service delivery and achieving outcomes for people with disability.

The National Disability Agreement includes two specific reform priorities which are relevant for improved planning and resource allocation, and these areas of work will further inform the work to be undertaken in NSW. These are:

- *Better measurement of need*, which includes the development of a national model to estimate demand, improving population and demographic data collection to provide a stronger basis for demand estimates; and improving the quality of disability service provision data and jurisdiction-level unmet demand data.

- *Population benchmarking for disability services*, which involves the development of a national framework and initial population benchmarking of disability services to improve the evidence base to assist in policy, service and planning decisions.

Further, NSW and a number of other jurisdictions already utilise population modelling at the state-wide level to support its resource allocation processes.

Strategies and actions for consideration

Undertaking robust planning and resource allocation decisions based on data and evidence requires a number of actions on the part of ADHC, NGOs and mainstream service providers. Strategies to achieve this should focus on:

Strengthening service planning so that it is more robust and underpinned by accurate data and evidence

To achieve this, consideration should be given to developing and implementing a comprehensive service planning framework, building on the population-based planning framework which is already in place. It is envisaged that the framework and resulting processes would have the following features:

- takes a long-term view, that is, 5-10 years;

- integrates planning at a state-wide, regional/local and organisational level, with each level informing levels above and below;

- is underpinned by robust data and evidence of need, and thorough and comprehensive analysis of data and evidence;

- strengthens planning at an organisational level through provision of tools and support.

Further, joint oversight and governance of planning and resource allocation at a local level, involving both government and NGO representatives, will ensure that planning and resource allocation processes and activities are coordinated at a local level, and enable information and evidence to flow between local, regional and state-wide levels. Local oversight and governance should be supported by a central, joint oversight and governance group to ensure consistency in the planning process.

Enhancing resource allocation to achieve an efficient, viable and sustainable sector

It is important that resource allocation decisions are based on an understanding of the true cost of service delivery, and take into account 'efficient' costs of service provision as well as organisations' ability to harness social capital – to ensure that prices paid are realistic and support the long-term viability and sustainability of providers and the sector.

Further, resource allocation processes should utilise a suite of purchasing methodologies for allocating new or additional funding to facilitate cooperation and collaboration rather than competition among organisations. Examples include pre-qualification panels (already being examined and implemented by ADHC), and funding methods which explicitly take into account current or past performance.

Finally, promoting greater involvement and choice by people with disability in resource allocation – for example, through individualised support models where funding is attached to individuals and is portable between providers – could be considered to give people with disability a greater say in who they choose to receive services from, and to potentially increase the responsiveness of providers to an individual's needs.

Further detail regarding these strategies and actions is outlined in Appendix A.

4.5   Effective governance, leadership and management of the sector

NGOs which are well-governed, with effective leaders and managers, are key to ensuring a responsive and robust service system which achieves real outcomes for people with disability.

Objectives

A range of skills are required to govern and operate an effective organisation, including strategic thinking, leadership, effective strategic and corporate planning, well-developed financial management, human resource management, and risk management capacity. Ensuring that organisational managers, leaders and Board members are equipped with these skills is essential for high-performing organisations.

In addition, there is an increasing recognition of the contribution that people with disability and their families can make to effective governance and sector leadership. This acknowledges the unique perspective that service users bring to the Board table, and values these alongside more traditional Board skills. This approach is also consistent with a person-centred philosophy of service planning and delivery and ensures that people with disability have a voice in shaping the sector.

Strengthening governance capacity and sector leadership means that by 2015:

- *Boards and managers understand and are skilled in their corporate responsibilities.* This means that Boards:

  – are skilled in an array of areas necessary to their organisation;

  – act in alignment with the operational side of their organisation; and

  – understand the value of working collaboratively with Government and communities.

- *The engagement of people with disability in corporate decision-making is promoted and supported.*

- *Developmental mechanisms for Boards and managers are in place.*

- *Linkages are in place with professional bodies* such as the Australian Institute of Company Directors, Institute of Chartered Accountants, and the Law Society and these are a source of Board members and bring specific expertise to sector governance.

- There is an *industry-wide approach to developing leadership and effective management skills.*

- The sector *develops leadership and management skills from within organisations*.

Current situation

There are a range of skilled and committed leaders, managers, and Board members working in the disability sector who create effective organisations. However, there are gaps in skills and capabilities – at both the Board and management levels.

A recent report by the Bradfield Nyland Group found that approximately 18 per cent of organisations reported that they had no Board members with specific professional governance related expertise. Most of these were smaller organisations.[21] ADHC has developed *It's Your Business* – a good governance resource for non-government organisations designed to support the development of governance knowledge and Board management skills,[22] and also engaged NDS to roll-out a learning and development strategy known as the Good Governance Program.

A 2006 report by KPMG stated that generally, those who move into management positions have extensive experience as practitioners but sometimes had no experience of the type required for the successful management of an organisation or of staff.[23]

Strategies and actions for consideration

There are a range of strategies and actions which should be considered to strengthen governance, leadership and management within the disability services sector. These include:

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[21] Bradfield Nyland Group (2009) *It's Your Business: Good Governance Learning and Development Strategy Research Report,* June 2009. Available at www.nds.org.au/asset/view_document/979317309
[22] It's your business resources can be accessed at
http://www.dadhc.nsw.gov.au/dadhc/Doing+business+with+us/Its+Your+Business.htm
[23] KPMG (2006) *National Disability Administrators Investigation into Disability Workforce Capacity Issues,* prepared for National Disability Administrators, April 2006. Available at
http://www.nda.gov.au/cproot/504/1830/DisabilityWorforceCapacityResearchreport.pdf.

Further enhancing Boards' skills in corporate governance and strategic leadership and their understanding of contemporary disability service provision

The existing Good Governance Program aims to develop a range of skills for Boards to increase their effectiveness, including skills in corporate governance and strategic leadership as well as knowledge and understanding of contemporary disability service provision.

While the Good Governance Program is relatively new and needs time for benefits to be realised, there are a range of current and planned enhancements to the program which will further assist in developing Boards' skills, including mentoring, Board-to-Board and Directors' networking, and industry workshops and newsletters.

Another planned enhancement is the establishment of linkages with professional bodies (such as the Australian Institute of Company Directors, Institute of Chartered Accountants, and the Law Society) to facilitate additional support and training for Board members as well as attract new, well qualified people with specific governance and leadership skills and expertise.

Involvement of people with disability in corporate decision-making brings a different perspective to organisational decisions than what might traditionally be the case, and provides a number of benefits as well as challenges.

One of the main conditions to facilitating people with disability's involvement is providing appropriate opportunities and support as well as training – both for people with disability and their families relating to how they can participate, and for Boards on how they can involve people with disability.

Enhancing managers' business management skills to enable them to run effective, efficient and responsive services

Managers of non-government organisations need a range of management and leadership skills, and need to be supported to develop these skills. There are a range of different methods that can be considered both by organisations themselves and the sector as a whole, including providing opportunities for and supporting formal management development education, mentoring, networking and information sharing, and on-the-job learning. The Good Governance program extends to offer CEOs and senior managers an informal networking space, but further developments would be required to facilitate the management and leadership competencies required.

Further detail regarding these strategies and actions is outlined in Appendix A.

4.6   The workforce is skilled, capable and focused on people with disability

A skilled and capable workforce focused on people with disability is an essential component of delivering high quality, effective services and supports which meet the needs of people with disability.

Disability service policy directions have changed many aspects of the way disability services are delivered in Australia, and have had significant impacts on the disability services workforce. In order to ensure that changes in practice and culture are appropriately implemented and sustained, it is important that the disability services

workforce have the appropriate skills and capacity to deliver services and contribute to achieving outcomes for people with disability.

Ensuring that there is a skilled workforce will involve:

- effective attraction, recruitment and retention strategies to ensure that there is an adequate workforce with appropriate skills;

- employment models that are flexible, and consider the needs of people with disability and their families and carers and ensure sustainability of the employing organisation; and

- supporting all staff to acquire appropriate knowledge and skills, including an understanding of the needs of people with disability and the elements of contemporary practice, the capacity to assist people with disability to identify their goals and aspirations, a focus on working holistically, the capacity to work with people with disability and their families and carers, informal networks and other services in partnership.

Objectives

It is envisaged that by 2015:

- Workers have the *attributes* necessary for person-centred service delivery. This means that:

  - organisations are *committed* to training their workforce;

  - organisations provide *opportunities for workers to achieve formal qualifications* and are supported to achieve these;

  - training courses, qualifications, and training providers are effective and focused on providing *quality training opportunities;*

  - *on-the-job learning* is a recognised and valid element of achieving formal qualifications and is accredited/quality assured by registered training organisations; and

  - *traineeships* continue to be a major component of the system, with people learning on-the-job.

- The disability sector is an *attractive sector to work in* and an *employer of choice:*

  - *marketing and recruitment strategies* are in place to attract workers to the disability sector; and

  - non-government pay rates and conditions are on par with Government sector, with increase in pay and conditions, financed through a combination of additional funding and productivity/efficiency gains.

- Workforce development, recruitment and retention is underpinned by a *coordinated disability sector workforce strategy*, linked to a broader human services strategy.

In short, what is required is a skilled, valued, engaged and responsive workforce enabling all people who need disability services to achieve their goals.

Current situation

A number of factors are predicted to impact on the disability services workforce in future years, including:

- the ageing of the population and the workforce in general, leading to declining rates of labour force participation and a more competitive labour market;

- a decline in the traditional disability workforce pool (that is, women aged over 35 years);

- an increasing casualisation of the workforce; and

- the need for increasing flexibility in work arrangements.

Most jurisdictions are currently working to improve their disability workforce.

In NSW, *carecareers*[24] is an innovative initiative managed by NDS, sponsored by the NSW Government, which aims to grow the pool of labour for government and non-government providers of disability and community care services in NSW by helping attract and retain suitable candidates to work within the sector.

Within NSW, as in other jurisdictions, workforce attraction and retention is a challenge for the sector:

- Many regions face a shortage of appropriate workers within the disability sector, having to also compete for staff with other human services industries. There are also difficulties with recruiting appropriate people to management positions and more senior positions in management committees and Boards,

- While it may be useful to require minimum level qualifications (such as Certificate III or IV) in order to attract appropriate people to the positions, a potential employee's values, attitudes and passion for working in the industry may also be an important consideration, with formal qualifications able to be obtained at a later stage,

- Pay inequity between ADHC and other government agencies and NGO providers creates difficulties in staff attraction for NGOs.

- A higher level of remuneration would provide greater acknowledgment of the sector's work.

Another challenge is that the disability services sector is competing with other human services sectors for staff. This indicates that a key challenge is not only attracting and retaining people within disability services, but increasing the total number of people who choose to work in human services and ensuring that potential employees perceive the disability services sector as a desirable place to work.

Strategies and actions for consideration

Achieving the vision for a skilled and capable workforce focused on people with disability, requires ADHC and NGOs to work together to implement a range of strategies.

Strategies to achieve this should focus on:

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[24] www.carecareers.com.au

Creating a sector that is an attractive and desirable place to work and has an adequate supply of skilled staff

Ensuring that there is an adequate supply of appropriately skilled staff will require a sector-wide approach to workforce planning. ADHC and NGOs should work together to build on the current initiatives to increase the profile and attractiveness of the sector including addressing employment conditions that may be a disincentive to workers to enter or remain in the sector. There should also be focus on ensuring that recruitment practices and employment models contribute to the overall attractiveness of the sector.

Undertaking strategic workforce planning at the system and organisational levels, and considering both the government and NGO workforces

ADHC and NGOs should work together to develop a strategic workforce plan for implementation at a sector level. Components of the plan should include:

- identification of skills requirements and shortages;

- recruitment;

- strategies to retain staff; and

- learning and development requirements.

Organisations should also be provided with resources to support them to engage in effective workforce planning at the organisational level.

Developing and enhancing workforce skills through relevant training and a culture of continuous learning

ADHC and NGOs should work together to develop strategies that promote a culture of continuous learning throughout an employee's career. Learning and development opportunities should also be linked to career pathways, not only promotional pathways but also pathways that provide more diverse opportunities for people to enhance their skills, knowledge and experience through movement across different environments and working with different groups of people with disability.

There should also be a focus on identifying current and future staffing requirements and skill mix, and considering the need for professionalisation of the workforce, any appropriate entry-level qualifications, training requirements (and capacity to meet training demand), and the potential to achieve efficiencies in the cost of training.

Further detail regarding these strategies and actions is outlined in Appendix A.

5 Implementation and next steps

This report contains a number of suggested strategies and actions for the six areas of focus for industry development. This section discusses the process for determining the sequencing and prioritisation of strategies and actions prior to implementation, and outlines the interdependencies between the areas of focus.

5.1 Priorities and sequencing

This report, and the proposed industry development strategies and actions, have been developed with a five-year time horizon in mind – that is, it has been envisaged that the strategies and actions will be considered for implementation over the period to 2015.

The two-day planning workshop identified the sector's priorities for industry development.

The priority and precise sequencing of specific strategies and actions has not been finalised, and it is envisaged that this will be determined by the IDF Governance Board, with support from an implementation group that is representative of the sector. In determining the priorities and sequencing, it will be important to distinguish between priority strategies and actions for *industry development* from priority strategies and actions for the *IDF*. Further, the interdependencies between areas of focus – as outlined in the next section – can also be used to inform this process.

5.2 Interdependencies

The table below outlines the degree of interdependence between the six areas of focus.

A high degree of interdependence (shown by ✓✓✓) implies that the directions, strategies and actions for those areas are closely linked, and the sequencing of strategies and actions will need to be considered when determining the implementation scheduling. Further, the success of strategies and actions within one area of focus are likely to be influenced by the design and success of other strategies and actions in another area of focus where there is a high degree of interdependence.

Area of focus	People with disability at the centre of service delivery	People with disability have access to the information and range of supports they need to live the lives they choose	High-performing organisations achieving real outcomes for people with disability	Robust planning and resource allocation decisions based on accurate data and evidence	Effective governance, leadership and management of the sector	The workforce is skilled, capable and focused on people with disability
People with disability at the centre of service delivery		✓✓✓	✓✓	✓✓✓	✓✓	✓✓✓
People with disability have access to the information and range of supports they need to live the lives they choose			✓✓	✓✓	✓✓	✓✓
High-performing organisations achieving real outcomes for people with disability				✓✓✓	✓✓✓	✓✓
Robust planning and resource allocation decisions based on accurate data and evidence					✓✓	✓✓
Effective governance, leadership and management of the sector						✓✓
The workforce is skilled, capable and focused on people with disability						

✓✓✓ high degree of interdependency   ✓✓ medium degree of interdependency   ✓ low degree of interdependency

A   Strategies and actions

This appendix provides additional detail regarding the strategies and actions that should be considered to achieve the goals and objectives for industry development in NSW, and are presented for each one of the six areas of focus identified in this report.

1. People with disability at the centre of service delivery

Actions
Promoting a consistent understanding of person-centred approaches amongst people with disability and their families as well as service providers
1A. Develop and disseminate an agreed set of principles to guide person-centred approaches across the sector.
1B. Build understanding of person-centred approaches, including: • raising awareness and build understanding of person-centred approaches and implications for people with disability and their families and carers, and for the disability services workforce. • working with higher education, TAFE and other training providers to ensure that training remains contemporary and is grounded in person-centred approaches to all aspects of service planning and delivery. This should include education for managers to promote understanding of the impact of person-centred approaches on business models and strategic planning.
1C. Develop and implement mechanisms for sharing learnings to inform better practice and foster continuous improvement in implementing person-centred approaches e.g. regular interagency forums, online portal, collecting and disseminating existing research and evidence.
1D. Strengthen consultation processes to ensure that the service system is more responsive to and representative of the needs and voices of people with disability.
Creating greater flexibility in service responses and innovative approaches that are tailored to the individual's needs and aspirations
1E. Develop and implement processes for engaging with people with disability to explore their perspectives and preferences about the types of supports they would choose and disseminate this information to service providers to enable planning for future service delivery.
1F. Develop service models and provide resources and other supports to assist service providers to evaluate and enhance their ability to reconfigure their practices towards providing more flexible and adaptive services, responsive to individuals with a focus on prevention and early intervention which provides support to families and carers particularly during transition periods.

2. People with disability have access to the information and range of supports they need to live the lives they choose

Actions
Building communities that are inclusive and have the capacity to support people with disability and their families
2A. Support the sector to build capacity and social capital within the community by assisting them to: • undertake specific capacity building activities, utilising and leveraging organisations' existing resources and volunteer-base. • develop and implement approaches to raise community awareness about disability, including establishing community champions/ambassadors, and identifying other key people in community to connect with (business people, childcare, education, health) developing resources, tools and training to support NGOs to engage in community capacity building. • develop an information sharing process so that good practice examples and success stories can be shared and encourage learning across the sector. • develop an evidence base to support culturally appropriate approaches to community development in Aboriginal communities and among communities of people from different cultural and linguistic backgrounds.
2B. Support the sector to further leverage the capacity of the community to support people with disability and their families.
Working with mainstream services to better respond to the individual needs of people with disability
2C. Engage with mainstream services to develop a range of strategies to build capacity to respond to people with disability and their families. These may include: • joint training with the specialist and mainstream services. • up-skilling mainstream services through formal partnerships, secondments of staff or mentoring. • developing a series of plans at local, regional and state-wide levels to proactively target capacity building in mainstream providers. These plans should link to other relevant human services capacity building strategies e.g. the Keep Them Safe strategy.
2D. Support the sector to leverage its capacity to work with mainstream services.

Actions
Improving navigation of the service system for people with disability and their families and carers particularly at key transition points

2E.	Improving access to information through exploring the potential for online information "hub(s)" or portal(s) to provide information for people with disability, disability services, mainstream services, families, and community members. Information should emphasise life choices, and may include:

- links to information about resources, supports and services
- positive stories about the experiences of people with disability and families
- potential pathways across all life stages highlighting supports available
- links to local community information (geographical, cultural etc)
- services and capacity
- referral, assessment, and intake processes

Consideration should be given to leveraging off HSNet and the use of potential interactive functions e.g. blogs to provide a forum for information exchange between site users.

As part of this project, a service capacity database will need to be developed. Management of the database would be an ADHC responsibility.

2F.	Improve navigation of the service system for people with disability and their families through promoting a 'no wrong door' approach, where the sector has a responsibility to ensure people with disability are referred to the right supports at the right time, and explore the better use of existing systems to assist organisations to make the right referral decisions (such as HSNet and referralLink).

Creating consistent and streamlined intake and assessment process for accessing specialist disability services

2G.	Review the existing evidence base to examine different models of intake to both ADHC and NGO provided services, as well as the intake processes of other agencies (such as Health, Aged Care) e.g. the centralised intake and assessment model with either a single entry point or multiple entry points.
2H.	Review current approaches to priority of access for specialist services and explore the potential for introducing a single set of priority of access criteria which are consistently applied.

3. High-performing organisations achieving real outcomes for people with disability

Actions
Greater focus on quality improvement and measuring outcomes for people with disability
3A. Develop a quality framework that focuses on outcomes for people with disability in line with the *National Quality Framework*. The quality framework for NSW should include: • clearly articulated outcomes for people with disability, and measurable outcome indicators for each of these outcomes (including measuring the experience of people with disability). • objective and consistent processes for monitoring quality across all disability service providers (government and NGO), based on clearly articulated and measurable outcomes and service standards. • supporting processes and tools for measuring outcomes. • appropriate consequences for good or poor performance. • consideration of the need for periodic independent verification of service quality by an independent third party(ies) (third party accreditation). • recognises equivalent data and evidence requirements of other quality and measurement systems ('reciprocity') that would demonstrate achievement of outcomes and compliance with standards, in order to reduce the administrative burden on service providers.
3B. Develop resources and tools to build understanding of quality improvement and measurement of outcomes, targeting organisations' staff, management, and Boards.
3C. Examine options, and implement the most feasible option, for ensuring that people with disability and their families (and other relevant stakeholders) have access to information about quality and effectiveness to support people with disability and their families' decision making and choice. This may include investigation of a quality 'branding' or rating system.
3D. Restructure funding agreements so that they focus on outputs and outcomes rather than inputs.

Actions
Further promoting a culture of continuous improvement
3E. Develop and provide tools and supports to assist organisations embed a culture of continuous improvement with a focus on excellence, innovation and effective risk management.
3F. Increase the focus of organisations in measuring and analysing their own performance through: - robust, comprehensive and consistent set of key performance indicators (KPIs) which organisations can use to measure their own performance, and which Government can use to review performance on a periodic basis. This should include indicators of quality and effectiveness, efficiency and value-for-money, and other indicators important to organisations and Government.   - performance feedback mechanisms, systems, tools or online portals utilising existing data collected and reported by organisations to support performance measurement against these KPIs.   - industry benchmarks based on the set of KPIs to enable service providers to compare their performance against established benchmarks.   - developing the skills of managers and Boards to measure and monitor their organisation's performance on a regular basis (links to focus area 5).
Improving the operational efficiency of organisations
3G. Develop strategies for organisations to improve their operational efficiency by utilising cost optimisation strategies, for example through: - providing organisations with tools and resources, and external support and advice from cost optimisation advisors, to enable organisations to examine their cost base, identify savings and refocus investment to achieve better value from existing resources, and develop organisational management's cost optimisation capacity.   - examining models to facilitate greater collaboration between organisations to improve organisations' operational efficiency, such as sharing 'back office' functions and common transactional processes.   - collating research on examples of best practice in sustainable business models in specialist disability and related sectors.

Actions
Improving the operational efficiency of organisations
3H. Examine and develop strategies and tools to reduce the administrative burden of the Government-NGO relationship. Examples include: • examining current monitoring, reporting and accountability requirements that organisations are required to comply with across government agencies and departments and programs, and identify areas where there is duplication and/or where information reported can be streamlined. • reviewing existing systems and processes for accountability reporting and examine the feasibility of developing an IT-based system or tool to reduce the administrative burden of reporting. • examining the administrative burden of purchasing/tendering/funding processes on organisations and develop options for reducing the administrative burden of purchasing/tendering (such as pre-qualification panels, reducing required tender documentation).

4. Robust planning and resource allocation decisions based on accurate data and evidence

Actions
Strengthening service planning so that it is more robust and underpinned by accurate data and evidence
4A. Develop and implement a comprehensive planning framework to guide long-term decision making and investment that: • takes a long-term view (5-10 years) • integrates planning at a state-wide, regional/local and organisational level, with each level informing levels above and below • is underpinned by robust evidence and data • strengthens planning at an organisational level through provision of tools and support
4B. Develop and implement an online repository of information that brings together a range of data sets that are relevant and useful for planning at a local, regional and state-wide level for use by both government and service providers (e.g ABS data, MDS data, and other service and service user data from related programs).
4C. Establish a joint oversight and governance mechanism for planning and resource allocation at a regional/local level, involving both government and NGO representatives, to ensure planning processes are coordinated, and enables information and evidence to flow between different levels. This should be supported by a central, joint oversight and governance group.
4D. Examine the evidence base about approaches to successful collaboration/partnership and develop resources to support local partnership agreements between complimentary services. These should be aimed at assisting organisations to articulate roles and responsibilities and foster collaboration.
4E. Facilitate the development and implementation of dedicated planning resources and skilled government and/or non-government staff to undertake planning at a local, regional and state-wide level (recognising that planning is a specialised field that requires a range of qualitative and quantitative skills, and is an activity that needs to be resourced appropriately).

Actions
Enhancing resource allocation to achieve an efficient, viable and sustainable sector
4F. Develop a thorough understanding of the true costs of service provision (both government and NGO) and identify 'efficient' costs within the range of different services, taking into consideration the range of factors that may influence costs (such as location, nature and range of need of people with disability, infrastructure needs and costs), and refine resource allocation processes to ensure they take account of efficient costs of service provision as well as organisations' ability to harness social capital.
4G. Examine options for developing or refining purchasing/tendering/funding processes and the circumstances when each is appropriate – to achieve good outcomes for people with disability, promote efficiency and reduce administrative burden, build sector capacity, and foster cooperation and collaboration between organisations.

5. Effective governance, leadership and management of the sector

Actions
Further enhancing Boards' skills in corporate governance and strategic leadership, and their understanding of contemporary disability service provision

5A.	Develop, enhance and implement a range of strategies to supplement the existing governance training and build the skills of Boards. These may include: • establishing a mentoring program. • developing resources to ensure effective induction processes. • supporting Board Directors' networking. • conducting workshops and publishing newsletters. • developing additional chapters to the *It's Your Business* governance resource. • develop Board assessment tools that enable Boards to review their teams working and hence the quality of their decision making. • undertaking a mid-term evaluation of the current Good Governance Program. These elements are already being delivered through or are planned as part of the Good Governance Program.
5B.	Develop and disseminate indicators of high-performing Boards and promote assessment of Board performance against these indicators at an individual organisational/Board level.
5C.	Strengthen the skills base of Boards, which may include: • establishing linkages with professional bodies such as the Australian Institute of Company Directors, Institute of Chartered Accountants, and the Law Society as sources of potential Board members to bring specific expertise to sector governance. • developing a promotional strategy to attract skilled Board members to the sector.
5D.	Promote the engagement of people with disability in corporate decision-making.

Actions
Enhancing managers' business management skills and leadership to enable them to run effective, efficient and responsive services
5E. Develop a range of mechanisms to equip the leaders of organisations, particularly smaller organisations, with the skills and capacity to be effective leaders as well as effective managers. This may include: • expanding the Good Governance Program (already implemented for Boards) to managers and leaders of organisations. • mentoring (for example, more experienced CEOs supporting and mentoring less experienced leaders). • networking and information sharing through management forums (where people meet regularly or communicate electronically) can be established to promote network and mentoring and facilitate transfer of skills and ideas. These could operate at a local or regional level. • formal training and education.
5F. Work with universities, TAFEs and other training and management development organisations to: • map current opportunities for managers wishing to obtain relevant skills, and to identify gaps. • identify and implement opportunities to develop relevant courses or enhance existing management programs to ensure that industry requirements for managers are reflected in available programs. • explore the feasibility of providing additional, direct support to managers and potential leaders to enhance their management and leadership skills (for example through partnering with existing management and leadership development providers, extending the number of places available for managers of NGOs within existing management and leadership development programs).
5G. Examine the feasibility of engaging external support and advice for managers and leaders of NGOs to build management and leadership capacity.

6. The workforce is skilled, capable and focused on people with disability

Actions
Creating a sector that is an attractive and desirable place to work and has an adequate supply of skilled staff
6A. Continue to implement and build on the carecareers strategy to promote the sector as a desirable employment environment.
6B. Review employment conditions, career paths and learning and development opportunities to ensure industry sustainability and competitiveness in the broader marketplace.
6C. Foster collaboration between organisations to: • develop and share innovative employment models that seek to provide increased employment opportunities by offering employment across multiple agencies. • attract and retain specifically skilled people e.g. clinicians by sharing positions across organisations. • streamline recruitment, particularly for staff seeking employment across multiple organisations.
Undertaking strategic workforce planning at the system and organisational levels, and considering both the government and NGO workforces
6D. Develop a sector workforce planning mechanism involving ADHC, NDS and service providers to support:: • sharing of information regarding demand for staff. • identification of skills requirements and shortages. • an industry-wide recruitment strategy (already in place through carecareers). • the development of strategies to address particular needs e.g. additional incentives to those already offered to skills shortage areas, rural and regional specific initiatives. • establishing industry-sponsored specialist positions across organisations. • the development of sector-wide training programs.
6E. Support recruitment and retention of staff at all levels by developing and distributing resources pertaining to best practice HR e.g. leadership development, management development, values-based recruitment framework, linking to National Skills Framework (links to focus area 5).

Actions
Developing and enhancing workforce skills through relevant training and a culture of continuous learning
6F. Undertake a workforce development project to examine the need for professionalisation of the workforce, any appropriate entry-level qualifications, determine training requirements (and capacity to meet training demand), and explore the potential to achieve efficiencies in the cost of training by more effectively utilising the purchasing power of the sector as a whole.
6G. Establish partnerships with universities, TAFEs and other training providers to review existing training and develop new programs or content that will ensure that the workforce is skilled in working with people with disability within a contemporary service system, and examine innovative methods to delivering learning and development (e.g. e-learning options).
6H. Establish communities of practice and provide forums for shaping training and development across the sector (links to 6A).

B   Organisations consulted

This appendix outlines the organisations consulted as part of the development of this report.

B.1   Regional workshops

Hunter (Maitland), 5 November 2009

Castle Personnel Services Inc.
Central Coast Living Options
Challenge Disability Services
Endeavour Industries Ltd
Fairhaven Services Ltd
First Contact Human Resource
Great Lakes Council
House With No Steps
Hunter Carers For Intellectual Disability Inc

Mai-Wel Limited
NCOSS
Newcastle and Hunter Community Access Inc
Samaritan Foundation
Valley Industries Ltd
Witmore Enterprises Incorporated

Central & Upper West (Orange), 6 November 2009

Bathurst Early Childhood Intervention Service
CareWest Inc.
Glenray Industries Ltd
House With No Steps
Lambing Flat Enterprises Ltd

Lifeskills Plus Inc.
Orange District Early Education Program
UnitingCare Lithgow
Wangarang
Westhaven Association

Metropolitan South (Bankstown), 9 November 2009

Allevia
Australian Foundation for Disability
Brain Injury Association of NSW Inc
Campbelltown City Council
Carers NSW
Centacare Broken Bay
Chester Hill Neighbourhood Centre
Civic Disability Services
Community First Step
Creating Links Co-operative Ltd
Disability Enterprises Leura
Eastern Respite & Recreation
FRANS Inc.
Greenacres Disability Services
Headway ADP

Koorana Child and Family Centre Inc.
Learning Links
Macarthur Disability Services
Mary MacKillop Outreach
Multiple Sclerosis Limited
Northcott Disability Services
Pathways ECI
Physical Disability Council of NSW
Richmond Fellowship
Share Care
St Anthony's Family Care
Sylvanvale Foundation
The Junction Works
YMCA of Sydney

Mid North Coast (Coffs Harbour), 10 November 2009
ACES Inc
Booroongen Djugun Aboriginal Corporation
Coffs Harbour, Bellingen & Nambucca
Community Transport
Community Care
Dundaloo Foundation Ltd
Early Childhood Intervention Program

Hastings District Respite Care Inc.
Hastings Headway Inc.
MNC Community Care Options
ON-FOCUS
Valleys to Plateau Community Support
Services Inc.

Southern (Goulburn), 11 November 2009
Cooma Challenge Limited
Disability Services Australia
Essential Personnel
FOCAS Shoalhaven Incorporated
House With No Steps

IDEAS NSW
Lambing Flat Enterprises Ltd
Tulgeen Disability Services

Lower West (Albury), 12 November 2009
Community Options Brokerage Service Inc
Kalianna Enterprises Inc.
Kirinari Community Services Ltd
Kurrajong Waratah
Murray Human Services Inc.

Ningana Enterprises Inc.
The Leisure Company
Valmar Support Services Ltd
Woodstock Support Inc.
Yallambee Deniliquin Ltd

New England/North West (Tamworth), 13 November 2009
Challenge Disability Services
Gloucester Meals on Wheels Inc.
Inverell Disability Services Inc.
Inverell Shire Council/Connections

Sunnyfield
Tamworth Meals on Wheels
The Ascent Group
TransCare

Far North Coast (Goonellabah), 13 November 2009
Byron Shire Early Childhood Intervention Service
Caringa Enterprises Ltd
CASSI
Community Programs Inc.
DAISI (Disability & Aged Information Service Inc.)
House With No Steps
Multitask Human Resource Foundation Ltd
Northern Rivers Social Development Council

NSW HMMS State Council
On Track Community Programs Inc.
ON-Q Human Resources
Realising Every Dream Incorporated (Red Inc.)
St Carthages Community Care

Metropolitan North (North Parramatta), 13 November 2009

Ability Options Ltd
Accessible Arts
Achieve Australia (Formerly AC Foundation)
Allambi Youth Services Inc.
Anglicare Sydney
Autism Spectrum Australia
Baptist Community Services
Blue Mountains Disability Services Ltd
Care Connect Ltd
Care Works
CareWest
Catholic Centre for Hearing Impaired Children
Central Coast Post School Options Inc
Chatswood Supported Living
Community Connections Australia
Community Links Wollondilly Inc.
Community Options Illawarra Inc.
Connect Child & Family Services
Deaf Society of NSW
Disability Professionals Pty Ltd
Dunrossil Challenge Foundation Ltd
Early Childhood Intervention Australia
(NSW Chapter) Inc.
Early Education (EarlyEd) Inc.
Flintwood Disability Services Inc.
Hawkesbury/ Penrith Respite Services
House With No Steps
Inala
Independent Community Living Association
Interaction Disability Services Ltd
JewishCare
KinCare
Learning Links
Life Without Barriers
Lifestart Cooperative Ltd
Lifestyle Solutions

Lithgow Information & Neighbourhood Centre
Living Care
Mackillop Rural Community Services
McCall Gardens Community Ltd
NADO Inc
Nepean Independent Living Committee
New Horizons Enterpises Ltd
North Ryde Community Aid & Information Centre Inc.
North West Disability Services
Northcott Disability Services
Northern Beaches Interchange
Northside Enterprise Inc.
Riverlink Interchange Inc.
Royal Rehabilitation Centre Sydney
Rozelle Neighbourhood Centre Inc.
SEE Foundation Inc.
Southern Cross Care Services
Spinal Cord Injuries Australia Ltd
St Anthony's Family Care
Sunnyfield
Sylvanvale Foundation
The Disability Trust
The Forsight Foundation for The Deaf/Blind
The Lorna Hodgkinson Sunshine Home
The Spastic Centre
Thorndale
Tuesday Night Club
UnitingCare Disability
Wareemba Community Living
Western Sydney Community Forum
Windgap Foundation Ltd
WSCF

B.2   Peak body interviews

Brain Injury Association NSW
Council for Intellectual Disability (CID)
Disability Council of NSW
Family Advocacy

NSW Council of Social Services (NCOSS)
People with Disability (PWD)
Physical Disability Council

B.3   Two-day planning workshop

Ability Options Ltd
Achieve Australia (formerly AC Foundation)
Ageing Disability and Home Care, Department of Human Services NSW
Australian Foundation for Disability
Carers NSW
Challenge Disability Services
Coffs Harbour Support Services Inc.
Community Connections Australia
Disability Services Australia
Eastern Respite & Recreation
Elouera Association Inc.
Essential Personnel
Greenacres Disability Services
House With No Steps
Lifestyle Solutions (Aust) Ltd

Macarthur Disability Services
McCall Gardens Community Ltd
Nambucca Valley Phoenix
National Disability Services
Northcott Disability Services
NSW Council for Intellectual Disability
NSW Council of Social Services
Office of the Disability Council of NSW
ParaQuad NSW
Sunnyfield
The Housing Connection
The Mai-Wel Group
The Spastic Centre
Valmar Support Services Ltd
Wangarang Industries Ltd