

stronger together

stronger together

A new direction for disability services in NSW :: 2006–2016



The second phase :: 2011–2016

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∴ premier's foreword



The NSW Government is investing a record \$2 billion in new growth funding for disability services in the second phase of *Stronger Together*.

It is said that a civilisation is judged by the way it treats its less fortunate members. Perhaps one test of a good government is how well it responds to the needs of people with a disability. And by that test, New South Wales leads the nation.

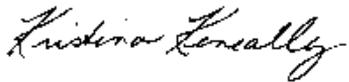
I take enormous pride in the policies and achievements set out in this booklet. They represent the second stage of *Stronger Together*, our 10-year plan to transform the disability services sector in New South Wales. As part of that plan, we are investing a record \$2 billion in new growth funding for the State's disability services.

It is the largest increase in funding for disability services in our history and the most significant investment made by a State government in Australia. By the final year of *Stronger Together* we will have contributed more than \$5 billion in additional funding to the sector.

I know just how important that investment is because the cause is one close to my own heart. Family experience, together with my time spent working in the community sector and later as Minister for Disability Services, has made me keenly aware of the needs of people with a disability and determined that my Government will do all it can to help.

Already in the first phase of *Stronger Together* we have delivered extra support services to an additional 20,000 people. We are working with the non-government sector to ensure that the second phase of our plan brings further important gains.

In years to come I want my Government to be remembered as the one that did most to meet the needs of people with a disability and enable them to participate to their fullest potential in a caring community.



The Honourable Kristina Keneally
Premier of NSW



:: minister's foreword



New investment of \$2 billion in the second phase will expand the service system even further, and enable more people to receive the supports they need, when they need them.

This is the second five-year phase of the NSW Government's ten year plan – *Stronger Together* – to reshape and improve the way people with a disability, their families and carers are supported in NSW.

The new investment of \$2 billion in the second phase of *Stronger Together* is on top of the ongoing commitment (of \$2.02 billion over five years) needed to fund expansions established in the first phase. For the 10 years to June 2016, the *Stronger Together* package will deliver \$5.5 billion in new growth funding for disability services.

A great deal has been achieved in the first five years of *Stronger Together*. We have been able to reach thousands more people with supports that strengthen families, promote community inclusion, facilitate transitions to school, to employment and to meaningful lives. A stronger, more integrated and person-centred sector is responding more effectively to the needs of people with a disability, their families and carers.

Since becoming Minister for Disability Services, I have felt privileged to hear your stories at consultations and meetings throughout NSW. I pay tribute to people with a disability, their families and carers who contribute so much to the fabric of our community. I also recognise the disability sector that supports them so effectively.

People with a disability have told me of their desire to reach their potential and be seen as valued members of their community. Mothers and fathers have spoken about the joy their children bring to their lives and their hopes for the future. Most consistently you have told me that it's time for the system to respond to you, not the other way around. And that while *Stronger Together* has made a difference, there's still a lot more to do.

Clearly we can achieve more. People with a disability in NSW need more support, as do their families and carers. People with a disability must have the opportunity to exercise more choice and control; families need certainty about support into the future and the sector needs the flexibility to better respond to people's needs.

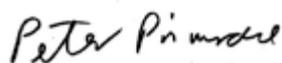
The second phase of *Stronger Together* will ensure that people with a disability are at the forefront of decision making and choices that affect their lives, through the expansion of person-centred approaches and individualised funding models across the sector.

Certainty about future supports is central to enabling people with a disability and their families to plan their lives and set life goals. We will use a lifespan approach to guide new service investments so as to give families more certainty and the capacity to engage in life-long planning. Capacity across the sector will increase by an estimated 47,000 places. This amounts to more than double the growth places planned in the first five years of *Stronger Together* (2006–2011).

Investments in early intervention and prevention and other community support programs will increase substantially, especially at key life transition points. Supported accommodation options will be expanded and reconfigured to provide more flexibility and a continued focus on building life skills and community participation. Large Residential Centres will be closed in line with the Government's long-term commitment.

Over the coming five years NSW will be working smarter with our partners and communities to achieve lasting change for people with a disability. This means strengthening relationships with people with a disability, their parents, families and carers, as well as developing partnerships with the non-government sector which plays a critical role in building inclusive communities.

Stronger Together has been backed by significant investment at a time of increasing pressure on government budgets across Australia. I thank the Premier and my colleagues for their support of these essential reforms which will leave a lasting legacy of a sustainable and efficient disability service sector, a more welcoming and inclusive community and, most importantly, change the lives of so many people for the better.



The Honourable Peter Primrose MLC
Minister for Disability Services

∴ introduction

Stronger Together is the NSW Government's 10 year plan to make the specialist disability service system more responsive to the needs of people with a disability and their families and carers.

The need for change

In 2005 the specialist disability system had expenditure of \$1.1 billion. Although the Government had increased expenditure by 125 per cent over the preceding nine years, the system was struggling to cope with the pressures it faced. Many people were not getting enough services, some were not getting the right services and others were not getting any services at all.

The pressures on the service system were also expected to rise due to population increases and the increasing longevity of people with a disability.

The NSW Government recognised that a long term commitment was necessary to reconfigure the service system in a way that was more sustainable and would get the best social and economic outcomes for people with a disability, their families and carers, and for the broader community.

Stronger Together – a 10 year plan

Stronger Together is that commitment. It sets out a 10 year plan to provide more services in more flexible ways to better support people with a disability and their families and carers. *Stronger Together* recognised that there needed to be a major injection of extra capacity. At the same time, extra capacity was not sufficient; the service system needed to be reformed. *Stronger Together* established five reform directions:

- making access fairer and more transparent
- helping people to remain in their own home
- linking services to need
- expanding options for people living in specialist support services
- creating a sustainable support system.

The first phase: 2006/07 to 2010/11

The first phase of *Stronger Together* set out plans to increase capacity by 40 per cent. This involved a record investment of \$1.3 billion (in 2006/07 dollar terms).

A system as large as the specialist disability system cannot be changed overnight. The first five years placed the focus of capacity expansion around three areas of effort:

- **strengthening families** – enabling children with a disability to grow up in a family and participate in the community
- **count me in... promoting community inclusion** – supporting adults with a disability to live in and be part of the community
- **improving the system’s capacity and accountability** – fairer and clearer ways to access services, greater accountability and more opportunities for innovation.

The second phase: 2011/12 to 2015/16

The second phase of *Stronger Together* is detailed later in this booklet. In brief, it involves:

- the continuation of the service expansions and reforms of the first phase at a cost of \$2.02 billion
- a second round of service expansions and additional reforms at a cost of \$2.02 billion.

Funding growth under *Stronger Together* (in 2010/11 dollar terms)



Achievements of the first five years

The commitments to increasing funding by \$1.3 billion* for the first five years have been delivered in full. The number of new places created has exceeded projections: 29,000 places have been created compared to the target of 18,100.

The increases in capacity have been used to develop new types of services that respond to the individual needs of people with a disability and their families and make it easier to access the services they need, when they need them.

Detailed reporting on achievements is included in the annual reports of Ageing, Disability and Home Care. The following are highlights from each of the three areas of effort targeted for the first five years:

Strengthening families

- 8,000 new therapy, early childhood intervention and family support services are building children's skills and supporting families at key transition points
- 6,000 families accessed the Family Assistance Fund for much needed equipment and services
- 4,000 new respite services have been created around the specific needs of carers.



Count me in... promoting community inclusion

- 6,450 young people who left school have been supported through expanded and improved post school programs
- 1,500 of the above school leavers have successfully moved to employment as a result of our intensive skill based training programs
- Over 300 people have received intensive in-home support packages through Attendant Care to enable them to remain living with their families in the community
- Over 1,000 more people have moved into permanent specialist community living places. *The Innovative Accommodation Plan* has expanded accommodation types and support models.

Improving the system's capacity and accountability

- 4,000 new case management places are available to support families to plan their lives and navigate access to supports
- The service capacity of NGOs has almost doubled, broadening the sector's ability to offer a greater range of choices to people with a disability and their families
- A five year industry strategy was released in June 2010, outlining strategies to ensure that we have what we need in terms of capacity, structure and regulation into the future
- *Carecareers*, National Disability Services' sector-wide workforce recruitment strategy was launched by Premier Keneally in January 2010. Over 6,000 job applications have been registered through the program.

Stronger Together 2011–16 commitment

- The Government will provide ongoing funding for the growth in capacity that was created under the first five years. This is at an annual cost in 2010/11 terms of \$404 million and totals \$2.02 billion over the second five years.

* \$1.5 billion in 2010/11 dollar terms

A changing environment

Significant changes at an international and national level since 2006 are impacting on disability administration. These changes bring significant challenges and exciting opportunities for the way support is designed, accessed and delivered.



United Nations Convention on the Rights of Persons with Disabilities

The *Disability Services Act 1993* regulates administration of disability services. Its objects and principles distilled the best thinking of the early 1990s on providing services.

They are consistent with the Convention, but Australia's adoption of the Convention gives an opportunity to refresh and enhance the approach to administering disability services. Some of the next steps in *Stronger Together* outlined later will be key actions in this area.

National Disability Agreement

The 2009 National Disability Agreement provides for greater cooperation among Australian governments on disability services, including income support. It is a major step forward from previous Commonwealth, State and Territory disability agreements.

The Agreement also provides a substantial ongoing injection of Commonwealth funding to NSW. The contribution, targeted primarily for older carers, will provide an additional \$623 million over the second five years of *Stronger Together*.

National Disability Strategy

The Council of Australian Governments is developing a National Disability Strategy. It recognises that social inclusion and full participation cannot be addressed by the specialist disability service system alone. All community services need to be accessible and everyone needs to recognise the unique challenges faced by people with a disability.

The NSW Government has welcomed the Strategy. It will develop an implementation plan for adoption across all NSW Government agencies. This plan will replace *Better Together*, which was the companion to *Stronger Together* and set out whole of government priorities for 2007 to 2011.

National Disability Insurance

As the investment under *Stronger Together* shows, it is not sustainable for specialist disability services to continue to be funded solely from existing budgets. This accentuates the importance of a National Disability and Long Term Care and Support Scheme such as that currently being assessed by the Productivity Commission.

In its submission on the Scheme, the NSW Government offered its support and made clear that a disability service system funded by an insurance scheme has the potential to provide improved, long term, sustainable outcomes for people with a disability.

National Health and Hospital Reform

This Council of Australian Governments agreement provides a new framework for integrating specialist supports for people with a disability. It provides opportunities for streamlined and more integrated support arrangements, as well as the opportunity to continue the work with the Commonwealth on providing appropriate supports for young people in residential aged care.

***Stronger Together 2011–16* commitments**

- The NSW Government is ensuring that its policies under *Stronger Together* will comply with the United Nations Convention on the Rights of Persons with Disabilities.
- Commonwealth contributions under the National Disability Agreement will be additional to NSW funding allocated under *Stronger Together*.
- The NSW Government is committed to implementing the National Disability Strategy and will use it as the framework for its whole-of-government disability policies.
- The NSW Government will work with the Commonwealth and other State and Territory Governments to establish a substantial National Disability Insurance Scheme as quickly as possible.
- The NSW Government will work with the Commonwealth under the National Health and Hospital Reform Agreement to achieve appropriate ongoing support arrangements for young people in residential aged care.

Your voice...

Stronger Together was developed through listening to the people that it affects most: people with a disability, their families and carers. So it is fitting that at the half way point you have again had an opportunity to voice your opinions and observations about progress so far and priorities for the future.

The Minister for Disability Services hosted 15 consultations across NSW in mid 2010, with the Premier in attendance for the first and final forum. Nearly 300 people attended these consultations and over 400 individuals and organisations provided written submissions.

Almost everyone who participated in the consultations was positive about the first phase of *Stronger Together*, but we often heard 'there is more to do'. A number of key themes emerged.

You said that a person with a disability must be at the centre of decision making about their lives, rather than having to fit into an existing suite of programs.

"Families and people with disability want control over what, when, where and who to support them. They want support so that they can have a dream, have a life, and move towards a goal."

You said that access to early intervention and prevention and other supports is needed across the lifespan, especially at diagnosis and key transition points.

"Starting early – preparing families about what to expect throughout the lifespan and at key 'life change' points. This includes education about the changes in systems and funding at 'life change' points, as well as what to expect in terms of their child's development and changes in support needs."

“

My son does not just want to be cared for. He wants to have relationships and interactions with people.”



You said that more money is needed to grow the availability of services, but that we also need to be careful about spending it effectively.

“More money has gone into disability services, more money is needed, but also less administrative costs and more flexible and efficient services are needed.”

You said that services are not the only answer, because family, community and participation are essential to being valued as an individual.

“[My son] does not just want to be cared for. He wants to have relationships and interactions with people.”

You said that workforce development must be a focus for the disability sector.

“We need skilled trained professionals working with people with a disability and their supports, to enable them to deal with the complex issues that confront them throughout their lives.”

You said you need better information about and easier access to services.

“Information is needed about what is available, such as early intervention, respite, therapy, housing, employment. Options that are available and known reduce fear and anxiety in families.”

You said that there needs to be more choice and certainty so that you can plan for the future.

“Provide more accommodation options for people with disabilities. This should be planned in advance with the families or carers to allow a smooth transition.”

The NSW Government has developed the second phase of *Stronger Together* in response to your needs and concerns.

∴ the second phase: 2011/12 to 2015/16

The second phase continues the strategy of the first: a substantial expansion of capacity which is used to progress the reform directions of *Stronger Together*.

Over the five year period 2011/12 to 2015/16, the NSW Government will provide \$2.02 billion in funding increases for the second phase of *Stronger Together*. This is a 33 per cent increase over the funding for the first phase, which in comparable dollar terms was \$1.5 billion.

This funding will significantly expand service capacity:

- the number of places planned for delivery in the second phase totals 47,200 which is more than double what was planned for the first phase
- it is also 63 per cent more than the total number of extra places achieved in the first phase
- while a greater proportion of the places will be in early intervention and prevention, there is still a substantial increase in the number of accommodation places: 1,750 compared to 1,030 planned under the first phase, which is a 70 per cent increase.

As with the first phase, the overall growth in funding has been determined using actuarial modelling. This modelling shows the rate at which funding needs to be increased to avoid a return to a crisis driven approach to supply of services.

The second phase is based on a growth rate in funding of 5.8 per cent a year. This takes account of the increasing numbers of people with a disability, the reducing capacity of carers as they age and as workforce participation increases and family size shrinks. It also takes account of the benefits of investment in early intervention and prevention.

Developments with the modelling since 2006 have provided a basis to inform the distribution of funding between early intervention and prevention programs and supported accommodation.

The expansion in capacity will be used to continue to drive reforms in the service system in the five directions set for *Stronger Together*:

- making access fairer and more transparent
- helping people to remain in their own home
- linking services to need
- expanding options for people living in specialist support services
- creating a sustainable support system.

The experience of the first phase and the changing environment in which the second phase will take place mean that the areas of effort which will be the focus of the second phase are:

- **person-centred approaches** – enabling people with a disability to be key determiners in how support resources are used
- **a lifespan approach** – increasing certainty by building long-term pathways through the service system
- **Large Residential Centre closures** – closing all centres by 2017/18
- **a service system with the right capacity** – ensuring that the resources are available in ways that meet people’s needs efficiently and at the right quality and time.

Stronger Together 2011–16 **commitments**

- \$2.02 billion in funding increases are to be provided over the five years to 2015/16.
- An additional 47,200 places are to be created.



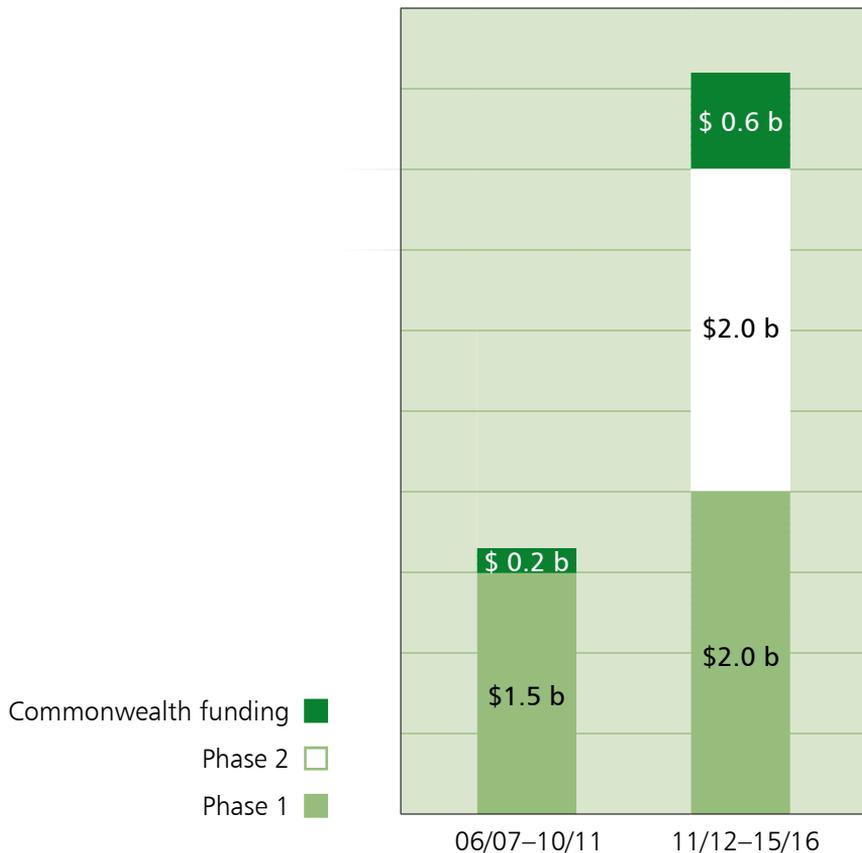
Overview of the 10 years of *Stronger Together*

Put together, the two phases of *Stronger Together* create an unprecedented expansion of funding for disability services.

The \$2.02 billion in new funding for the second phase which will be additional to the following funding included in the second five years:

- \$2.02 billion necessary to maintain the expansion of the first five years
- \$0.62 billion in funding from the Commonwealth under the 2009 National Disability Agreement.

Disability funding growth: 2006–2016
(in 2010/11 dollar terms)



The total funding increase over the second phase is \$4.6 billion in 2010/11 dollar terms. When added to the investment in the first phase, the 10 year total is \$6.3 billion, of which NSW has contributed \$5.5 billion.

Funding to cover the costs of wage and price increases over the second five years will also be on top of these increases. On current standard indexation rates this will be \$0.31 billion.

The expenditure on disability services in 2005/06 was \$1.3 billion in 2010/11 dollar terms. After the 10 years of *Stronger Together*, in 2015/16, this will reach \$2.4 billion, an 86 per cent increase. Of this \$1.1 billion increase, NSW will have contributed \$1.0 billion, or 89 per cent.

These funding increases have allowed an unprecedented growth in capacity to provide additional support for people with a disability and their families and carers.

- In 2005/06, there were 44,600 disability service places
- By 2015/16 there will be 109,900 disability services places – an increase of 146 per cent
- The growth in places in the second phase is, itself, greater than the total number of places before *Stronger Together* began.

		Planned growth in places			
	Capacity at 2005/06	2006/07 to 2010/11	2011/12 to 2015/16	Total over 10 years	Increase over 2005/06 capacity
Community support	18,700	7,200	25,300	32,500	174%
Respite	5,300	1,300	4,500	5,800	109%
Family support	4,700	5,000	9,300	14,300	304%
Post school programs	4,200	2,500	3,300	5,800	138%
Day Programs	6,700	780	2,700	3,500	52%
Attendant care	310	320	300	620	200%
Supported accommodation	4,700	1,000	1,800	2,800	60%
Total	44,610	18,100	47,200	65,320	146%

Person-centred approaches

People with a disability, their families and carers are to be at the centre of decision-making about how the specialist disability system supports them, not just as the focus but as the key determiners of how available resources are used.



Prior to *Stronger Together*, the disability service system typically block-funded services into which people were then placed. This was efficient but people with a disability and their families and carers had to fit their needs around available services rather than services meeting their needs in ways that fitted into their lives.

Stronger Together increased opportunities for people to exercise more choice and control over their supports and funding arrangements. For example:

- attendant care clients have the option of managing their own packages
- school leavers entering Community Participation have portable funding arrangements and a self managed model
- there are packages for ageing parent carers and some people receiving day supports
- flexible respite offers more choice in the ways families can take a break.

We know we have to go further. Our consultations highlighted that many people are seeking more choice, flexibility and control. We also know that to fully enable a person with a disability to build a good life we need a system that maximises their ability to determine how support resources are used.

There are significant challenges to achieving a fully person-centred disability system. For example:

- views differ among people as to how much choice and control they wish to exercise
- people need access to information and support so they can make informed choices
- the service system needs to be able to provide the services that people choose

- the needs of families and carers have to be balanced with those of the person with a disability, particularly for young children
- disability resources could be used to compensate for restrictions in access to or supply of mainstream services.

Individualised funding arrangements will play a part in putting people in control. However, experience in NSW and other jurisdictions shows that more will need to be done. Take-up of individualised funding tends to be slow. It needs significant support to enable informed decision-making and effective administration and to ensure that desired services are available.

In the second phase of *Stronger Together* we will work with people with a disability, their families and carers, and the service sector to enable all people to determine the application of their support resources, whether or not they are using an individualised funding arrangement.

The principles of such an approach are that:

- people with a disability, their families and carers are the primary determiners
- people with a disability are supported in their planning and decision-making
- people with a disability are offered choice, portability and flexibility in funding and supports
- the allocation of resources to a person is based on assessed needs.

The five-year Sector Development Plan released in June 2010 embraces the shift towards person-centredness and commits the provider sector to the development required to supply services in a person and family-centred way.

Stronger Together 2011–16 **commitments**

- Introduce 100 Supported Living Fund packages in 2011/12, 2012/13 and 2013/14 (300 in total – \$60 million over five years).
- Individualised funding arrangements will become available from 2011/12, and by the end of 2013/14, anyone receiving disability services will have the option of using an individualised and portable funding arrangement. The policy settings to achieve this goal will be developed in consultation with people with a disability and their families and carers, service providers, peaks and other stakeholders.
- Decision support resources (such as information, planning, advocacy, case management, service brokers and support coordination) will be expanded by \$141.2 million over the next five years to assist individuals, their families and carers to identify needs and goals, plan their service requirements, access specialist disability services and to assist with access to mainstream services.

A lifespan approach



Greater certainty about future supports is central to enabling people with a disability and their families to plan their lives and build their expectations of what they can set as life goals.

During the first phase of *Stronger Together* we developed and trialled many different service models. We have learnt how to target program design and funding to specific life stages and to the differing needs of people with different types of disability and support requirements.

The major expansion in capacity in the second phase of *Stronger Together* provides the opportunity to build a comprehensive lifespan approach into the disability services system. The objective of such an approach is to create clear long term pathways for people. It will involve having the right interventions at each point in a person's life to build their strengths and enable them to participate in and contribute to their communities.

The lifespan approach focuses on a number of significant life stages and transition points. For example:

- the pre-school years will have a focus on early detection and outreach to families to enable a successful transition to school, to develop social connections, and assist mainstream services to provide therapeutic and inclusive environments for children.
- the school years will have a focus on working more intensively with the education system to maximise development of vocational and life skills.
- as young people leave school a key objective will be to ensure their life and vocational skills are optimally developed for as independent a life as possible.
- in the adult years ongoing community access services and flexible respite options will support people to continue participating and living in their communities. Supported accommodation options will be expanded and reconfigured to provide more flexibility and a continued focus on building life skills and community participation.

This approach will give people with a disability and their families more certainty about what to expect from the specialist and mainstream service systems. That, in turn, will give them better capacity to engage in life-long planning.

The lifespan approach will embed early intervention and prevention across a person's whole life. Early childhood intervention will be a priority, but interventions at any point in a person's life which build strengths and enable increased independence and community participation will be encouraged.

A job is one of the most significant roles in most people's lives, providing independence, economic security, self esteem, friends and ongoing learning opportunities. More than half of the young people participating in our Transition to Work program enter the workforce. In addition the NSW Government is improving job prospects for people with a disability through new procurement models that encourage use of goods and services from organisations employing people with a disability and some new payroll tax exemptions for employers of people with a disability.

Finally, the lifespan approach will enable better targeting of mainstream and community services which can meet the needs of people with a disability and their families with reduced or no reliance on specialist disability services.

Some of the trials of the first phase involved supporting people whose disability develops later in life, for example, late onset degenerative conditions, acquired brain injury or spinal cord injury. Where appropriate, the increases in capacity under the second phase of *Stronger Together* will be adapted to provide supports to these groups.

Stronger Together 2011–16 **commitments**

- 4,700 new therapy and behaviour support places at a cost of \$63.1 million over five years.
- 4,500 new flexible respite places at a cost of \$95 million over five years.
- 2,800 new Community Participation places at a cost of \$248.4 million over five years.
- 2,000 new day program places for adults at a cost of \$107.4 million over five years.
- 380 new intensive family support packages at a cost of \$53 million, with 180 packages specifically targeted for Aboriginal families.
- 1,000 flexible funding packages to assist children with autism at a cost of \$21.1 million over five years.
- Early intervention packages for 3,700 children and young people at a cost of \$77.6 million over five years.
- 300 new Attendant Care Program places at a cost of \$62.4 million over five years.
- 1,750 new supported accommodation places at a cost of \$724.8 million over five years. (includes the 300 individualised supported living packages identified under person-centred approaches).
- \$10 million over five years to give payroll tax exemptions to employers of people with a disability.

Large Residential Centre closures

Funding has been provided to enable all large residential centres to be closed. The target date for all closures to be finalised is 2017/18.



Since *Stronger Together* began, four Government operated and three non-government organisation operated centres with 250 residents have closed or have been funded to close. 1,250 residents live in small or large residential centres that are yet to proceed to closure. 880 are in five centres operated by the Government and 370 are in 15 centres operated by NGOs.

These centres are at the end of their economic life and cannot continue to operate. Additionally, their antiquated hospital style structure does not allow for people with a disability to fulfil their potential as readily as in other settings.

Accordingly, funding has been set aside to enable each centre to be closed by no later than 2017/18.

There is no fixed model that will be used to determine how the closures proceed. There will be a centre-by-centre approach under the following guiding principles:

- one size does not fit all – alternative accommodation models will be designed to meet the current needs of residents with a view to also being appropriate within the overall needs of the disability service system
- economic feasibility – the extent to which any resources freed up by the closure are appropriately redeployed to benefit the specialist disability system
- ongoing need – the extent to which the replacement accommodation assets are an appropriate fit within long term plans for the specialist disability system.

A highly consultative approach will be taken. It is important that changes to the environment that people have called home for, in some cases, over 50 years is managed carefully. This consultation will extend to the built form of the replacement accommodation and its location.

One government operated centre, Kanangra, does not have fully finalised funding arrangements. The final closure timeline for Kanangra will need to take account of any changes to Morisset Hospital with which it is co-located. Another government operated centre, Tomaree will be closed by appropriate transfers of residents to alternative accommodation arrangements as their needs change and vacancies arise.

Licensed boarding house sector

Since 2005/06 24 centres have closed with a loss of 352 beds. Only 31 centres remain offering 680 beds. More closures are inevitable.

In 2010, regulation of licensed residential centre accommodation was strengthened, providing clarity to operators about their obligations and improving the safety and wellbeing of residents.

Work by a range of NSW Government agencies is currently underway on options for improving the viability, quality and supply of shared private residential accommodation.

Stronger Together 2011–16 **commitments**

- Rydalmere and Westmead residences to be closed by 30 June 2015.
- Stockton and Tomaree Centres to be closed by 30 June 2018.
- Kanangra Centre to be closed with the target date being 30 June 2018 but a final decision will take account of any plans regarding Morisset Hospital.
- The 15 centres operated by NGOs are to close progressively but no later than 30 June 2018, with release of funding based on each centre's business case being assessed as suitable for progressing.
- Consultations on options for the shared private residential accommodation are to take place over the remainder of 2010/11 and a report is to be provided for consideration by Government no later than 30 June 2011.
- In the five years to 2015/16, \$255.4 million of capital and recurrent funding is available to enable closures to be progressed.

A service system with the right capacity

The service system will need to substantially expand to deliver the growth in places required. That will mean a bigger, more qualified labour force. We will also need more research and data to support decision-making and planning.



Capacity to deliver increased services

Stronger Together has delivered an unprecedented expansion of funding for disability services, as well as considerable momentum for change in the types of services on offer and the way they are provided. This has had major implications for the provider sector. In the last five years NGO capacity has almost doubled, at the same time it has broadened its ability to offer a greater range of choices to people with a disability, their families and carers.

Stronger relationships in the sector have created a rich environment for collaboration and reform. In the first phase we worked to develop improved governance and management capacity and reduce the red tape burdens on NGOs. An Industry Development Fund was established in 2009 to support NGOs in their capacity building and workforce development. A five year industry strategy was released in June 2010, outlining strategies to ensure that we have what we need in terms of capacity, structure, regulation and quality improvement.

This strategy will give us the base on which to manage the expansion of capacity, but the challenges of attracting and retaining staff will be substantial. Growth under the second phase is 33 per cent greater than that of the first. This means that we will need to grow our labour force by roughly 33 per cent more than we did in the first phase. Additionally, as reforms to the service system gather momentum, we will increasingly need a greater proportion of higher skilled staff.

Existing initiatives such as *Carecareers*, a sector-wide workforce recruitment and development strategy will help. However, additional resources will be applied to training initiatives to build skills and to aid workforce retention. In addition, small amounts of capacity building in other sectors, such as the Arts, will be undertaken to provide appropriate alternative sources of capacity.

We will also look at ways to promote innovation around early intervention. To this end, \$5 million will be available to work with the sector on the development of Social Impact Bonds to improve outcomes.

Improving research and data

A major lesson from the first phase of *Stronger Together* has been the need for more extensive and rigorous data, evaluation and research materials. This is essential to underpin decision-making at the systems level and at the individual service user level.

The Survey of Disability, Ageing and Carers undertaken by the Australian Bureau of Statistics is the major data source for population level planning. However, it is undertaken once each six years. Resources are required to assist the Bureau to undertake this survey more frequently and in more detail.

It is also planned to initiate a major longitudinal study of the effectiveness of the lifespan approach. This is seen as critical to ensuring that we invest at the right points in a person's life and are doing so with the right interventions. The outcomes from this study will, over time, build on the evidence base for people with a disability, their families and carers to make informed choices under person-centred approaches.

The third component of the research and data improvement plans is a rolling program of evaluations of specific *Stronger Together* initiatives. This will provide the ability to ensure that we are achieving what was intended and that we are constantly looking for opportunities to improve our performance in expanding the capacity of the disability system.

Stronger Together 2011–16 commitments

- Continue to support the development of workforce and industry capacity through training and development initiatives of \$5 million a year (\$25 million over five years).
- Work with the sector on the development of Social Impact Bonds to improve outcomes in early intervention (\$5 million over five years).
- A range of research, development and data initiatives at a cost of \$57.5 million over five years.

∴ measuring the progress

Transparency about how the resources available under *Stronger Together* have been used is essential. Annual reporting was a feature of the first five years and will continue and be expanded. It will also be accompanied by transparent monitoring of the modelling and assumptions that underpin the reforms.

The magnitude of the investment in *Stronger Together* and the critical role that it plays in people's lives requires a high degree of accountability about how the resources have been used and the results that have been achieved. We need people with a disability and their families and the community to be confident that *Stronger Together* resources are being used equitably and effectively.

There are additional challenges in this area:

- the high level of demand for disability services means that there will always be people seeking additional supports
- historical allocations and population changes mean that there will often be issues about the equity of access to services
- as the reforms progress, we will need to fine-tune and modify the capacity expansion to take advantage of what is working most effectively for families and for the system as a whole.

To that end the Government endorses the recommendation of the 2010 Upper House inquiry into services provided or funded by Ageing, Disability and Home Care that the Minister for Disability Services be required to submit an annual report on progress to Parliament. This will provide a very public accounting of:

- how the *Stronger Together* resources have been applied
- what outcomes have been achieved
- what new research and data are showing about the effectiveness of initiatives.

As a further step in enhancing transparency around disability funding, the Government will publicly release the modelling data that underpins *Stronger Together*. It will also provide annual updates that take account of any new population and administrative data and the outcomes of evaluations and research.

As indicated in the second phase section of this booklet, this modelling is the key determinant in the overall level of funding growth required and the distribution of funding among broad categories of interventions. Public release will enable a greater understanding of the basis on which the Government is making its historic levels of investment in disability services.

***Stronger Together* 2011–16 commitments**

- Annual report to Parliament reconciling actual expenditure and increases in places with the published plans for *Stronger Together*.
- Public release of the modelling data that underpins *Stronger Together* with annual updates that take account of new population and administrative data.



glossary

Term	Definition
Accommodation Support	Varying levels of support provided to people in a range of settings and accommodation models. These programs support people with a disability to live in the community or in their own home and can range from minimal drop-in support and assistance with tasks such as personal care or domestic assistance to intensive support delivering 24-hour care.
Attendant Care Program	Provides portable, flexible and individualised support for people with a physical disability, an acquired brain injury, neurodegenerative condition or who need personal help to complete activities of daily living. The service is provided to help people with disabilities to live independently in the community.
Behaviour support	An approach to supporting people by promoting positive behaviour interactions and strategies to enhance safe access and participation in the community. The intensity, frequency or duration of a 'behaviour' may impact on the quality of life and/or physical safety of the individual or others.
Carer	A person of any age who provides unpaid informal care, help or assistance to a person with a disability.
Case management	An individualised, person-centred and holistic approach to supporting people. It spans the range of life experiences and transitions across family, community, formal and informal services. Case management provides support and coordination aimed at strengthening families and promoting community inclusion in an open, responsive, flexible, respectful and accountable way.
Community Justice Program	Provides accommodation and clinical support for people with an intellectual disability exiting a correctional facility, designed to reduce the frequency and impact of their offending behaviour. The program facilitates appropriate community integration through the provision of specialised accommodation and support along with pre and post release clinical and case management services.
Convention on the Rights of Persons with Disabilities	An international treaty developed by the United Nations that identifies the rights of persons with disabilities as well as the obligations of governments to 'promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all people with disabilities and to promote respect for their inherent dignity'. Australia ratified the convention in 2008, thereby signalling the intention to undertake the legal rights and obligations set out in the treaty.

Term	Definition
Day programs	Adults with a disability participate in day programs so that they can learn new skills, take part in activities they enjoy, achieve their goals and be part of their community.
Disability and Long Term Care and Support Scheme	A proposed no-fault disability insurance scheme providing cover for all Australians who have or acquire a disability. It is envisaged that the Scheme would provide funding for essential care, support, therapy, aids, equipment, home modifications and facilitate access to education, training and the community.
Mainstream services	Services utilised by the general community and accessible to large numbers of people with a disability, for example, public schools, transport and general health services.
Personal care	Assistance with daily self-care tasks, such as eating, bathing, toileting, dressing, grooming, getting in and out of bed and moving about the house - may also include medication monitoring.
Post school programs	The Transition to Work and Community Participation programs enable young people with a disability to pursue skills and training for employment, leisure, recreation as well as participating in a range of skill development activities in their communities.
Respite	Planned short-term or time limited breaks for families and other unpaid carers of people with a disability. Respite gives the carer a break from their usual care giving role, whilst providing meaningful activities for the person with a disability. Respite may be delivered in centred based or flexible community based settings.
Specialist support	Ongoing high intensity services that support people with an intellectual disability who have complex support needs in specialised accommodation arrangements.
Therapy	A professional group that includes occupational therapy, physiotherapy and speech pathology, who have appropriate qualifications, training, skills and expertise. It provides services which are strength based and focussed on functional outcomes to promote access and participation in the community and to improve the quality of life and well-being of the person with a disability and their family/carer.
Transition to Work	A two year program for young people with a disability leaving school focusing on employment and/or further education outcomes.

∴ five years of new growth funding at a glance

Stronger Together 2011–2016

Person-centred approaches

Decision support services (advocacy, support coordination, etc.)

Training in person-centred approaches

Supported living fund*

Lifespan approach

Intensive in home support

Autism flexible funding

Enhanced therapy and behaviour support

Skill development for children and young people

Building support networks

Early Start diagnosis support workers

Aboriginal and family intensive support

Flexible respite options

Transition to Work program

Community Participation Program

Transition support for secondary students

Community engagement for adults

Interagency planning

Community groups

Payroll tax exemptions

Leaving Care*

Community Justice Program*

Other Specialist Support services*

Large Residential Centre closures

Metro (Westmead & Rydalmere)

Stockton

NGO LRCs

A service system with the right capacity

Research and Development

Social Impact Bonds

Workforce and Industry Development

TOTAL

* The places in this initiative form part of the total of 1,750 additional supported accommodation places

† Anticipated to vary within the total funding package as person-centred

Increase in expenditure levels					Cumulative increase in places†					
2011/12	2012/13	2013/14	2014/15	2015/16	Total	2011/12	2012/13	2013/14	2014/15	2015/16
(\$'m)	(\$'m)	(\$'m)	(\$'m)	(\$'m)	\$M	delivered by end of financial year				
12.7	28.4	43.9	56.0	67.0	208.0	4,000	8,000	12,100	16,200	20,900
7.2	17.2	27.4	39.2	50.2	141.2	3,900	7,800	11,800	15,900	20,600
0.5	1.2	1.5	1.8	1.8	6.8					
5.0	10.0	15.0	15.0	15.0	60.0	100	200	300	300	300
94.3	214.6	295.0	380.7	479.5	1,464.1	4,665	9,790	14,820	20,010	26,300
2.5	7.4	12.3	17.3	23.0	62.4	55	110	170	230	300
0.8	2.5	4.2	5.9	7.8	21.1	190	380	570	770	1,000
2.5	7.4	12.4	17.5	23.2	63.1	880	1,800	2,700	3,600	4,700
3.1	9.2	15.3	21.5	28.6	77.6	690	1,400	2,100	2,800	3,700
0.2	0.6	1.0	1.5	1.9	5.3	110	230	340	460	600
0.4	1.2	2.1	2.9	3.9	10.6	670	1,400	2,100	2,800	3,600
2.1	6.2	10.4	14.7	19.5	53.0	70	140	220	290	380
3.8	11.2	18.7	26.4	35.0	95.0	840	1,700	2,600	3,500	4,500
1.7	3.2	4.6	6.1	7.3	23.0	110	240	360	470	570
17.3	33.0	49.4	65.8	83.0	248.4	500	1,000	1,600	2,200	2,800
0.2	0.5	1.0	1.4	2.3	5.4	90	200	310	450	700
3.5	10.8	19.1	28.8	45.2	107.4	260	560	890	1,300	2,000
1.0	2.0	2.0	2.0	2.0	9.0					
0.9	1.2	1.7	2.3	2.3	8.4					
2.0	2.0	2.0	2.0	2.0	10.0					
16.7	34.9	44.9	53.6	65.3	215.3	60	200	300	410	550
5.7	13.3	17.5	19.8	25.9	82.2	30	70	110	150	200
29.8	67.9	76.6	91.1	101.4	366.8	110	360	450	580	700
18.0	63.2	68.1	69.9	36.1	255.4	-	-	-	-	-
13.3	54.7	55.3	29.6	7.5	160.4					
1.6	1.6	0.2	0.2	13.9	17.4					
3.2	6.9	12.7	40.2	14.7	77.6					
12.5	22.5	17.5	17.5	17.5	87.5	-	-	-	-	-
7.5	12.5	12.5	12.5	12.5	57.5					
-	5.0	-	-	-	5.0					
5.0	5.0	5.0	5.0	5.0	25.0					
137.6	328.6	424.6	524.2	600.1	2,015.0	8,665	17,790	26,920	36,210	47,200
57.2	126.2	153.9	179.5	207.6	724.3	300	830	1,160	1,440	1,750

and individual funding packages expand due to learning and client choice, and as performance monitoring identifies improvements

Stronger Together: A new direction for disability services in NSW 2006–2016. The next phase 2011–2016 is available in accessible formats from Ageing, Disability and Home Care, Department of Human Services NSW.

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