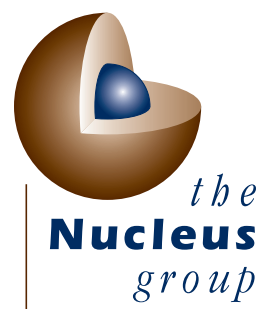




Review of the
Industry Development Fund

SUMMARY REPORT



BACKGROUND

The recent history of the disability system in Australia has been characterised by major change in the ways people with disability are supported, with stronger emphasis on rights, self-determination and inclusion.

Reforms have been driven by commitment to offering people with disability full equality, underpinned by initiatives such as the United Nations Convention on the Rights of Persons with Disability, the National Disability Agreement (NDA) and National Disability Strategy, and a corresponding shift to thinking around social investment. The over-arching objective has been to empower people with disability to participate in decisions about their support in a way that upholds their dignity and rights.

In NSW, policy makers and program administrators have embraced these reforms. In particular, the practical application of reform strategies in NSW is exhibited by:

- *Stronger Together*, the NSW Government's 2006–2016 plan to improve support for people with disability, their families and carers, with key commitments including implementing person-centred approaches, providing appropriate services to support people at different stages of their lives, and closing large residential centres
- *NSW 2021* (the 10 year strategic plan of the NSW Government) includes the objective to increase opportunities for people with disability by providing supports that meet their individual needs
- *Ready Together* which continues the NSW Government's Stronger Together reforms and prepares NSW for transition to the National Disability Insurance Scheme (NDIS) by July 2018, focusing investment on what people say they most want - more flexibility, choice and control
- The NSW Government's early commitment to the NDIS and ensuring that the key features of the NDIS, wherever possible, are aligned with NSW government services and reforms.

THE NSW INDUSTRY DEVELOPMENT FUND

Establishment of the Industry Development Fund (IDF)

Within this changing landscape the need to encourage industry development and promote cultural and structural change within the sector has been clearly recognised.

In order to support industry development and build a contemporary disability support system, in 2009-10 the NSW Government announced the establishment of an Industry Development Fund (the IDF) to 'build the capacity and sustainability of services and to revolutionise the way services are accessed by and provided to people with disability'.

The NSW Government allocated \$17 million to the IDF and entered a partnership with National Disability Services (NDS) NSW to plan, administer and roll out the IDF. A further \$5 million was later allocated to the IDF to ensure the IDF could meet identified priorities in the transition to the NDIS.

As a platform for the IDF, NDS NSW undertook a series of statewide consultations to produce 'a vision for the sector, by the sector,' which was documented in the *NSW Disability Services Sector, Directions for Industry Development, Final Report June 2010*. This report outlined objectives and strategies for industry development based on six key priorities:

- 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 based on accurate data and evidence
- Effective governance, leadership and management of the sector
- The workforce is skilled, capable and focussed on people with disability.

These priorities formed the basis for design of projects to be funded by the IDF, and a suite of tools and resources have been developed aligned to one or more nominated outcomes areas.

Context for the operation of the IDF

There are a numerous overlapping or interconnected initiatives at industry, state and commonwealth levels, all designed to contribute to a robust and sustainable system of disability support services. The IDF was conceived as a medium-term change strategy to support and supplement other reforms occurring concurrently within the sector to influence the change journey.

As noted in the 2010 Directions for Industry Development Report, *'This document goes beyond the roles and responsibilities of (the 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'*.

At a local level, the NSW Department of Family & Community Services, Ageing, Disability & Home Care (FACS ADHC) was responsible for a range of initiatives outside the IDF but complementing its direction including:

- The NSW Quality Framework for Disability Services - utilises a risk based approach to regulation of quality to focus on accountability to people with a disability as purchasers in a person centred environment
- Workforce recruitment strategy (delivered with NDS) - aims to attract new employees to the disability and community care sectors by raising the profile, increasing the size of the workforce and attracting the right types of workers to deliver quality services
- Living Life My Way Framework - is guiding the expansion of individualised funding arrangements, providing opportunities for people with disability to exercise greater choice and control in preparation for their transition to individualised funding
- My Choice Matters, the NSW Consumer Development Fund - invests in strategies to build the confidence and competence of individuals, families and carers to support the expansion of individualised support arrangements
- The Sector Planning Framework - was developed to assist local communities plan services and supports for people with a disability in their area, supporting the transition to person centred service delivery
- Cultural Diversity Resources – FACS ADHC-developed frameworks, policies and plans to guide provision of support that is culturally appropriate, accessible and responsive
- Industrial Relations and Workforce Development Project - a multi-faceted project aiming to develop the industry's capacity and capability to meet the needs of the changing industrial and human resources environment.

Also, at IDF inception, the NDIS was a relatively undeveloped proposal. In December 2012, more than two years after the NSW Government allocated funding to the IDF, NSW was announced as the first Australian state to formally commit to the operation of the NDIS. This development provided a renewed imperative and urgency for the IDF and was a major influence on IDF project design and development from that date.

BENEFITS OF PARTICIPATION IN THE IDF

The IDF has played an important role in promoting the message of change to the sector and providing support providers with opportunities to engage with a variety of projects and initiatives.

Initiatives so far have recognised the diversity of the sector and have been well developed to meet the needs of both small and large organisations and the range of activities undertaken. The IDF has delivered a range of initiatives which appear valued by participants. The assessment of take-up rates of individual IDF projects needs to take into account a number of factors including:

- Not every project or initiative was relevant to every FACS ADHC-funded provider at the time of delivery, depending on individual organisations' level of maturity
- Some projects were targeting particular audiences
- A number of projects were opt-in i.e. the opportunity to participate was available but the decision whether to engage was left to the provider
- A number of projects are ongoing and reported participation rates and engagement levels will therefore increase.

The IDF in NSW has positioned the sector to a greater level of readiness for the full introduction of the NDIS. There is a clear recognition of the value of both the state investment in driving change and the government/non-government partnership (between FACS ADHC and NDS NSW) in administering the IDF.

Based on a survey of organisations that had participated in an IDF initiative, 83% believed that they were more engaged in reform activities as a result. Large proportions of participating organisations had made significant changes to organisational policies (72% of survey respondents) and/or service practices (70% of survey respondents), and most agreed that the IDF helped them understand how they needed to change to meet the requirements of the NDIS and provided them with assistance in doing so.

Organisations that had participated in the IDF said that (percentages indicate share of survey respondents who either strongly agree or agree to the below statements):

- ① 'The IDF helped us understand how to change to meet future challenges' (83%)
- ① 'Our organisation is better prepared to adapt to the NDIS as a result of the IDF' (80%)
- ① 'The IDF is helping us place people with disability at the centre of services' (69%)
- ① 'The IDF is helping us to develop a skilled and capable workforce' (65%)
- ① 'We have made changes in resource allocation and decision making within the organisation as a result of the IDF' (34%).

Examples of changes to service policies as a result of participation in the IDF included:

- ① 'Helped us set and review strategic direction of the organisation and business plan in the light of transition to the NDIS'
- ① 'Improved WHS and Risk Management policies and risk assessment procedures'
- ① 'Developed an Aboriginal employment strategy'
- ① 'Fraud and corruption policy and procedures developed and implemented.'

Examples of changes to service practice as a result of the IDF included:

- ① 'Greater emphasis on client participation in decisions'
- ① 'Introducing more person centred practices and training'
- ① 'Reshaping several programs to meet the NDIS'
- ① 'More strategic approach to identifying potential partners and what can be gained'
- ① 'Financial sustainability strategies, invoicing system and client reporting to be integrated for individualised funding.'

The survey also asked if respondents felt their organisation was ready for the NDIS with nearly half (44%) indicating that they were ready or nearly ready.

Advances achieved by participating organisations are further illustrated in a series of case study composites presented on following pages. It can be seen that a wide range of impacts can be achieved, with a range of strategies, tools and resources available to guide organisations along the pathway to NDIS-readiness. Benefits achieved by these organisations have included:

- Developing a vision for change:
 - ~ Challenging the status quo and arriving at a realistic understanding of organisational strengths and weaknesses (as the basis for future planning)
 - ~ Cultivating a shared understanding across all personnel within the organisation of the imperative to move towards NDIS readiness
 - ~ Developing a clear picture of where the service can fit into the future market and what needs to change for this to occur.
- Changes to systems and culture:
 - ~ Ensuring that all staff and volunteers are conversant with the principles of person centred practice and competent in its execution
 - ~ Looking at new ways services can be co-designed with service users and their families to be more responsive to changing needs
 - ~ Better marketing of the service, including a digital strategy to enable service users and families to better communicate with each other and the service.
- Organisational development:
 - ~ Recruiting and retaining good staff through ongoing workforce development
 - ~ Ensuring strong governance with the Board having systems in place to measure and respond to risk.
- Getting the 'back of house' in order:
 - ~ Development of integrated client management and financial systems that will support NDIS business rules
 - ~ Continuing to refine the financial systems to increase accountability in reporting, maintain cash flow and deliver individualised services.

Background

Service A was established over 30 years ago to provide short term and respite care for adolescents and young adults with a disability. Over the years, Service A has gradually expanded its focus where new funding became available, and today is funded by both the Commonwealth and NSW State governments to provide overnight respite, community inclusion, support coordination and emergency care.

Structure

Service A has approximately 550 families on its books, with total turnover of \$3m annually, operating from two houses in a metropolitan area. One house is used as an office and administrative centre and the other, next door, as the respite house.

Service A employs 8.5 EFT staff, supplemented by casuals and a large number (up to 350) volunteers. It is governed by an elected Management Committee comprising parents and carers, disability services professionals, volunteers, interested community representatives and a range of people with business expertise.

Service A believes its good track record in supporting people with disability and their families and carers has been facilitated by:

- Having an organisation that is small enough to be responsive but large enough to be sustainable and viable
- Placing strong emphasis on natural support networks
- Building capacity through extensive use of volunteers in the provision of support.

Issues

In recent years, policy and funding reforms have driven increased focus on consumer choice and control. Service A has a strong commitment to person centred approaches, and embeds this in philosophy, policy and processes; however, ensuring that paid staff and in particular the large number of volunteers (amongst whom there is ongoing turnover) are conversant with the principles of person centred practice and competent in its execution is a constant challenge. The place of respite as a service type under the NDIS is also yet to be confirmed.

Since the first NDIS information sessions several years ago, Service A has known that it would need to make adjustments in order to successfully operate under a new system. While the Committee has sought to become active in planning for the future, it has been hampered to some extent by inconsistent understanding of the way that the NDIS will operate and the precise nature of the steps it will need to take to prepare.

Solution

In communications and bulletins from Service A's representative body NDS NSW, the Committee was alerted to the range of support modules or initiatives available through the Industry Development Fund (IDF) that might help it address future needs.

Importantly, Service A believes that following the rationale for the IDF and studying the content of particular projects contributed strongly to a shared view within the organisation on the need to change as well as how to go about it. As a result, Service A decided to participate in a number of IDF projects and initiatives including:

- Readiness Toolkit
- Quality Project
- The Change Room
- Person Centred Approaches - Community of Practice
- Work Health and Safety initiatives
- Leading the Way Seminar 2012.

Impact

Service A believes that visits from an IDF Sector Support Consultant were a key driver, helping to cut through the everyday 'noise' in running a service to focus on more strategic issues. These visits were a very positive experience and helped to shape thinking about the future and how best to prepare. Within this process, the Readiness Toolkit that they worked through with the Sector Support Consultant helped to underline that the future is more than ever about continuing to meet service user and family needs, and provided the opportunity to determine where the service could fit into the future market and what needed to change for this to occur.

Through participation in the IDF, Committee members, paid staff and volunteers have developed confidence in an independent future and freed themselves to innovate in ways to meet the needs of service users. "We realised we didn't necessarily need to get bigger, just better in meeting individual needs."

Alongside engaging in IDF initiatives, Service A also undertook a number of other activities that influenced these benefits: impact has been multiplied by concurrently working closely with service users, families and carers to learn about what innovation might look like and bring them on the journey to increasingly personalised services. Being part of an IDF sponsored Community of Practice also assisted to reinforce application of person centred approaches across the organisation.

The IDF also assisted Service A to appreciate the importance of 'back of house' matters. The Committee employed a consultant to research client management systems and financials and create an integrated system that would support NDIS business rules. Participation in IDF initiatives instigated the development of core plans and frameworks to guide business success including a five year strategic plan, a workforce development plan and a risk management plan. Importantly, through the agency of the IDF, these plans incorporate a level of practical detail (concrete actions) that was previously missing from organisational planning documents. Service A is now working to integrate these plans and align KPIs and policies.

Service A believes that these outcomes could not have been achieved without:

- The involvement of the Sector Support Consultant was critical in challenging the status quo and arriving at a realistic understanding of organisational strengths and weaknesses (as the basis for planning for the future). The Sector Support Consultant was able to offer one to one support and face to face contact with the Committee and staff which everyone agreed "helped move things along"
- Several Committee members attended the AICD training and through this developed a broader appreciation of governance responsibilities in particular the separation of governance from management and service issues and the need to have a focussed plan that can be measured and monitored
- Senior paid staff completed the IDF Leadership Program which fed into the development of programs and content for staff and volunteers.

Challenges faced

Key challenges that Service A has faced in its journey to date include:

- Financial projections – Service A did not have the capability to develop any financial modelling particularly in relation to cash flow (and what steps they may need to take to meet any cashflow issues). Service A used the IDF to identify this as an issue and then guide it in how to address both the capability issue as well as the planning matter
- Cost and external expertise – Service A at times needed to acquire external advice and where this was not available through the IDF sometimes additional costs were incurred. Systems establishment also carried cost implications. Service A minimised additional costs by pooling effort with a group of five other organisations to research future systems availability and application on a cost-share basis. Formation of the group was facilitated and supported by contacts established through the IDF
- Stakeholder engagement – Service A has found that a significant ‘enabler’ is the level of awareness and understanding service users have about the NDIS and the changes that the service is making to deal with the introduction of the NDIS. Amongst service users, there has been confusion and some angst about what the future holds and how people will deal with things like budgeting and direct purchase of service. To address these needs, Service A has planned regular information sessions for service users and is currently looking at increasing and extending the program in response to feedback and ongoing concerns as the NDIS gets closer.

Outcomes

Service A believes that it is at 70% readiness for the NDIS (based on its detailed transition planning). The key factors have been as follows, both heavily influenced by the IDF:

- There is a shared understanding across all personnel within the organisation of the imperative to move towards NDIS readiness
- There is a clear picture of the changes that need to occur (in terms of what each individual must do) and a commitment to achieving that.

Further needs

Service A knows its journey is not complete and believes there is an ongoing need for:

- Further development of systems to manage client and financial data
- Continuing development of the workforce, paid and unpaid
- Further service user and family information sessions (including outside speakers) to assist families get the information they need for the future
- Consultation with families on what they might want from services in the future and how they think the service could operate to best meet their needs
- Greater collaboration between services on sharing resources and infrastructure to increase economies of scale and more effectively utilise available resources
- Focus on some elements of marketing.

These needs may be addressed by engaging with existing or new IDF initiatives and FACS ADHC funded sector development initiatives.

Background

Service B was established in 1984 and is a not for profit organisation operating in regional NSW. Service B provides a range of individualised support programs for people with disability including community based recreation. Service B also provides a significant amount of brokerage and fee-for-service support. Service users are people living in the community with moderate to severe disability experiencing difficulty managing daily living tasks, and who have limited support from a primary carer or service placing them at risk of premature or inappropriate long term residential care. Service B currently funded through the NSW Government programs Home Care, Life Choices, Active Ageing and the Supported Living Fund.

Structure

Service B serves approximately 280 people with disability (including 120 children) and their families, with many more on a waiting list. It is a medium sized organisation with funding of around \$5m per annum, employing 47 staff and 15 volunteers. A nine person Board comprises members with professional and community interest backgrounds (including families of service users). Service B considers its success to date to have been founded upon operating for many years in a person and family centred and flexible way, with clear policies on the involvement of people with disability in service planning and choice.

Issues

The revised emphasis on individualised funding options within FACS ADHC programs and under the NDIS caused Service B to reflect on how it should operate in the future to remain meaningful to people with disability and families, while ensuring viability. Service B was concerned that organisations of its size may be at a competitive disadvantage under the NDIS and it may need to merge with another organisation. The Board and CEO recognised the imperative to change but were unclear about what work needed to be done and how. Service B wanted to retain a local home grown feel but change to be more businesslike.

Solution

The Board and CEO responded to the communications from NDS NSW and engaged early with the IDF through the Quality Project. They regard this as having been instrumental in helping to prepare for transition to the NDIS, allowing it to identify a range of issues and assisting with an environmental scan and competitiveness review. Through this process priorities were identified and actions developed to:

- Position the organisation for the future: to be more competitive by capitalising on strengths
- Improve quality: implement a quality framework and update relevant policies
- Increase communication: better inform people with disability, families and carers on the future and impending changes
- Workforce development: invest more heavily in staff development to retain talented staff and become an employer of choice.

In addition to the Quality Project, to assist drive these changes Service B participated in a number of other IDF initiatives including:

- AICD training
- Leadership Program
- IYB Fraud and Probity In Employment Training
- Leading the Way Seminar 2012
- Productivity Tool.

Impact

Service B feels more confident about its future as a result of participating in the IDF and reports having a better understanding of how to implement change. The organisation previously considered it was 'moving in the right direction' but was not sure it was moving quickly enough. The IDF made the Board and executive focus on key priorities and develop a clear implementation plan.

Central to the successes was the leadership shown by the Board who understood the need to move beyond 'talking about what needs to be done' to actually 'doing it'. The Board had always been strong but all members agreed to participate in the AICD training - the Board considers they are now much stronger and more active with good governance processes in place, and are actively building appropriate networks in the community that will benefit the organisation.

The role of the executive in guiding the organisation through change was also clearly understood. The Leadership Program was attended by senior managers who welcomed the opportunity to learn from others in the sector and take time to reflect on innovation that contributes to successful change, in particular the importance of including service users and families in the process.

Maintaining service quality was a key concern of service users and their families. The service was aware of its good reputation but recognised the need to better capture information to demonstrate its strengths and address any weaknesses. Service B engaged a quality specialist to participate in the Quality Project and implemented a number of key changes to policies and processes. Service B now has an effective quality management system, mapping comprehensively to Disability Standards, and Third Party Verification was achieved without hiccup.

Maintaining financial viability while moving to a more individually focussed service model was addressed by using the IDF's Productivity Tool. This enabled Service B to benchmark back office functions across HR, payroll, finance, marketing and administration. A sophisticated unit costing tool for all service types and cost areas has also been developed and will be continually monitored to ensure equity across service users while maintaining the financial viability of the organisation.

Challenges faced

Participation in IDF initiatives has identified a number of challenges for Service B, most successfully overcome using the tools and resources available:

- Understanding the user experience: a Consumer Reference Committee was established as part of the quality system to seek and test feedback from service users. The Group meets regularly with the Board and the executive to exchange views about refining and further developing service delivery
- Financial viability in an uncertain environment remains a concern: more work needs to occur tracking cash flow, service costs and demand, and ensuring good financial systems and reporting are in place. Work in these areas has commenced within the IDF and a useful start has been made, but with administration costs currently running at 19% compared to NDIS benchmark of 12% more changes are needed. The Board is now looking for mentors from the business sector who can assist the finance team with projections and strategy
- Recruiting and retaining good staff: while an ongoing challenge, a workforce development plan is in progress with a priority to transition existing staff to certificate (or higher) qualification levels. Processes are also in place for the Board to get more feedback from staff on the strengths and weaknesses of the organisation from their perspective

- Maintaining a strong Board: ensuring vacancies are filled with candidates with the required professional skills and personal attributes is also an organisational priority. Service B has found the tools developed within an IDF project to establish and guide professional governance recruitment and selection process to be very effective, creating disciplines that previously did not exist
- Marketing the service: seen as integral to maintaining viability, a Marketing and Communication Plan is being developed by the Board. The plan includes a digital strategy that will enable current and future service users and family members to better communicate with each other and the service
- Understanding the need to carefully plan and dedicate time to address priority issues: there is much activity in reform and the executive and staff often feel overwhelmed by demands. There is significant pressure on the organisation to change but at the same time offer business as usual, which can result in substantial resource issues. The senior management team meet for 15 minutes every morning to 'check in' on project progress, identify hurdles and assist in decision making. Complex issues are deferred for the weekly staff meeting with the CEO taking responsibility for identifying extra resources that may assist.

Outcomes

Service B believes it is about 50% ready for the NDIS but on track with its transition plan. Participation in the IDF has been attributed with:

- Providing the Board with renewed confidence and skills to survive and thrive in the NDIS environment
- Ensuring the organisation remains agile enough to respond to the individual needs of service users and their families
- Having a clear plan for the future that addresses a number of policy, system, service and staff reforms to better prepare and align the organisation.

Further needs

Transitioning to the NDIS is not a static process. Service B recognises it requires further action in the following areas:

- Legal advice on restructuring, especially in employment law as staff move from enterprise agreements to the Modern Award
- Ongoing strategic planning support
- Funding for NDIS speakers to attend the region and address service users, families and staff in the lead up to implementation to ensure all are fully informed
- Meeting with similar sized providers from the NDIS trial site to learn from their experience
- Further governance training and more Board members with professional qualifications.

These needs may be addressed by engaging with existing or new IDF initiatives and FACS ADHC funded sector development initiatives.

Background

Service C provides a range of accommodation and support programs for people with disability including community participation and vocational training. Service C operates from multiple sites across metropolitan and city fringe areas, with funding from a number of State Government departments and statutory authorities totalling over \$40m per annum.

Structure

Service C supports over 300 clients through a large and diverse workforce, including an established casual bank. Head office staff total 21 EFT and the Board of the organisation comprises senior business figures, academics and professionals. There is an active marketing and fundraising division and the organisation is always on the lookout for ways to grow, recently integrating a small parent-led service that had encountered operating difficulties.

Service C has detailed policy manuals to cover all aspects of function: service delivery, finance and administration, human resources and governance. It has a long history of high quality services governed by a range of principles designed to protect the rights of people with disability and their families and to ensure involvement of service users at all levels of planning and decision making.

Issues

Service C participated in information sessions on *Stronger Together* and the NDIS and recognised that the change would impact on the future of the organisation and the way in which services are delivered. However, service C was unclear about what the actual impact on the organisation would be, and where to start in terms of preparing for change. Strong quality systems were in place as part of licensing and funding agreements and the service was person-centred, but the future funding environment will necessitate organisational change. In addition, Service C had not always enjoyed smooth relationships with sections of its workforce and it was apprehensive about how to approach change management on a substantial scale.

Solution

The CEO invited the IDF Sector Support Consultant to address the Board and staff on expectations of services under the new system and how they could be resourced to assist with the transition. Service C completed the Roadmap ("one of the best things we have ever done") and the Readiness Toolkit which helped provide the structure for understanding the changes that were necessary. Following the success of the Roadmap and Readiness Toolkit, Service C identified other relevant IDF initiatives which were attended by Board members and senior management, including program managers and team leaders, many having a direct focus on workforce wellbeing and change management issues:

- Work Health and Safety initiatives
- IYB Quality Training
- Leading the Way Seminars
- Quality Project
- Person centred Approaches
- The Change Room Workshops.

Impact

Service C found participation in IDF initiatives filled the gaps between what needed to be done and how it could be achieved, provided a range of resources to assist the organisation meet the challenges and delivered guided support and facilitation. However, many of these achievements would not have been possible without the commitment of staff in recognising the importance of change, being willing to action the change and contributing 'above and beyond' normal duties. The process has been difficult at times, balancing the demands of the NDIS and FACS ADHC reforms and continuing to provide ongoing services to people with disability and their families. Change can engender fear or concern for people and the organisation has vested significant time in keeping all staff and service users up to date with information as it becomes known. Service C also acknowledges the commitment senior staff and Board members have made to engage and make the necessary changes.

Service C has highlighted the following IDF initiatives as key to getting the organisation better prepared for the NDIS:

- The Sector Support Consultant working with the Board to complete the Roadmap - the Board sees value in having access to a mentor who can provide ongoing support until the transition process is finalised
- The Board is developing its next strategic plan and has used the Roadmap to identify key areas for action and develop a risk management plan. The Roadmap has helped prioritise the efforts of staff and management as well as direct organisational resources
- Participating in IDF projects with a focus on change management was very useful in getting people in leadership positions to think about change and how to approach it. These sessions provided senior managers with 'time out' to think creatively about how the workforce might be engaged and also provided tools and strategies that managers could trial during the transition phase to encourage singular commitment across the organisation.

Challenges

Given its size, Service C faces ongoing challenges across the organisation but through the agency of the IDF has developed strategies to address them:

- Keeping stakeholders informed is a key priority and a digital strategy forms part of the communication process. The service understands its obligations to staff (many of them out-posted), service users and families (including those who have limited access to the internet) and the importance of providing reassurance about the future. Ongoing information sessions for staff and the development of 'life stage plans' for people with disability and their families is assisting to encourage understanding of how services may change over time and associated resourcing issues. A series of 'NDIS Briefings' are also being scheduled for stakeholders, using internal and external speakers to exchange information and respond to expectations
- Human resource management issues are a key priority to be addressed. Recruitment policies have been changed to enable service users and their families to be part of the recruitment process of new staff and the organisation has taken steps to clarify its legal obligations in changing workplace conditions for staff. The future for staff development and how this will fit into the pricing of services by NDIS and service consumers is however still not bedded down. Service C is developing a workforce plan and networking with other organisations connected through the IDF to learn from their experience

- The Board recognised the need for effective marketing to attract new service users but the organisation lacked specific expertise in this area. A marketing position was created with a key objective of rebranding the organisation. Work in this area has since been rapid with the organisation changing its name; relocating head office to a more centralised position; developing a digital strategy including an App that integrates social media and provides a platform for communicating with service users and families about upcoming events, alerts, referral processes etc.; and revamping all promotional materials. All staff position descriptions now also include some marketing responsibilities
- Financial projections: work has commenced on developing unit costing but further analysis is required. Pricing needs to maintain adequate cash flow while responding to the diversity of individual needs. The new Client Management System and financial systems have been installed to inform pricing and improve reporting. Key benefits of these include: families can log in to see the services that have been purchased (funds expended) and funds remaining; staff rosters can be managed; and individual staff invoiced back to the service users. Further work is also being pursued so service users can book their staff member of choice.

Outcomes

Service C has found participation in the IDF very useful in strategically focussing on change. The organisation is confident it will be NDIS ready when implementation occurs and have put in place or have plans to meet all requirements. The large numbers of frontline staff now have a very good understanding of the changes required and work is ongoing in this regard to reinforce and support their efforts. Service C is also confident of an independent future that will respond well to the individual needs of people with disability and their families. It sees opportunities to share resources, collaborate, or potentially merge with other service providers. Service C believes it has worked extremely hard to get to this point and has invested considerable time and resources in change - participation in the IDF has been a key resource in this long term process.

Further needs

Service C is confident but recognises the change process will continue to raise issues that have not been considered or have not been managed as intended. Service C would like more opportunities to work with a Sector Support Consultant in a mentoring role, to act as a barometer for performance and a guide for action. The Sector Support Consultant has considerable expertise garnered from working with similar organisations and this expertise could be shared so Service C doesn't 'reinvent the wheel'. Ongoing priority areas include:

- Ensuring strong governance with the Board having systems in place to measure and respond to risk
- Evaluating the impact of the marketing initiatives and how this has increased communication with current and potential service users and families, and the broader community
- Looking at new ways services can be co-designed with service users and their families to be more responsive to changing needs
- Continuing to refine the financial systems to increase accountability in reporting, maintain cash flow and deliver individualised services.

These needs may be addressed by engaging with existing or new IDF initiatives and FACS ADHC funded sector development initiatives.

IDF PROJECTS AND RESOURCES

This section lists the range of projects funded by the IDF, highlighting tools, resources and ongoing assistance available to support efforts by providers to be ready for the NDIS. In the following pages the various IDF projects have been grouped according to the nature of support provided and how they might be used:

- Ongoing Support and Facilitation
Projects that provide planning support and implementation guidance, facilitated by an outside party, still available to organisations as at February 2015
- Core Tools and Resources
Projects that developed tools or resources to guide strategy and achievement in key areas of core business (that can be utilised by organisations with or without external support)
- Valuable Products from Time-limited Projects
Projects that provide resources, processes and/or methodologies that survive the IDF and may assist to guide organisational development and function
- General Reference
Other resources, courses or seminars which provide general advice about approaches to the issue of NDIS-readiness.

Many of the tools and resources have been thoroughly 'road-tested' through the IDF experience and constitute a valuable resource for ongoing use within NSW or adoption by providers in other jurisdictions to assist them in their preparations for new ways of doing business.

Ongoing Support and Facilitation

Project	Sector Support Consultants
Description	Sector Support Consultants visit and work with individual organisations to gauge organisational readiness for the new service delivery environment, assess areas of developmental need and make recommendations for organisational development (strategic reform priorities across seven key domains)
Sector benefits	<p>Sector Support Consultants have contacted all Boards and CEOs eligible for support (656 organisations) and commenced readiness discussions where appropriate. Sector Support Consultants have also recently commenced a second phase of activity, working at more depth with 124 organisations (as at December 2014) to support implementation.</p> <p>The work undertaken by the consultants is viewed as a valuable resource to the sector, with the ability to offer customised approaches to individual organisations an added strength.</p> <p>76% of sector survey respondents rated engagement with a Sector Support Consultant as either very effective or effective in their preparations to transition to the NDIS.</p> <p>This initiative of the IDF has sector wide coverage and significant organisational impact, offering individually tailored approaches to specific needs and circumstances. The level of engagement and the ability of the consultants to focus on the needs of an individual organisation indicate this is an effective and comprehensive sector development strategy.</p>
Tools and resources	<p>A project website provides an explanation of the support that can be expected from Sector Support Consultants and describes the way they work with organisations</p> <ul style="list-style-type: none"> • Sector Support Consultants information page

Project	Panel of Experts
Description	<p>A panel of consultants expert in key disciplines relevant to the reform agenda was assembled. Ten 'Packages of Support' were developed, tailored to a range of organisational needs under the reform agenda. Organisations are able to appoint a qualified consultant from the panel to deliver their selected package. A feature of all packages is support for Board involvement in planning and monitoring of change initiatives, to increase director involvement in key areas required to successfully navigate the reform agenda.</p>
Sector benefits	<p>The IDF funded selected consultants for one day (\$2,200), or two days for Aboriginal organisations, to implement selected modules at participating organisations. Of the 118 organisations that have participated to date, the most popular modules selected were Strategic Business Planning (46), Good Governance (20) and Person Centred Approaches (14).</p> <p>Limitations of the model were identified, where the ability to combine content from several modules to meet organisational need was restricted; however, some flexibility was available when this issue was raised with NDS.</p> <p>67% of sector survey respondents rated their engagement with a consultant from the Panel of Experts as either very effective or effective in preparing them for the transition to the NDIS.</p> <p>Project is ongoing so participation and engagement levels are expected to increase.</p>
Tools and resources	<p>A project website provides an outline of the content and delivery methods of each package of support, and describes the skills and experience of accredited consultants</p> <ul style="list-style-type: none"> • Panel of Experts information page <p>Packages of support available from the Panel of Experts includes:</p> <ul style="list-style-type: none"> ○ Person Centred Approaches ○ Good Governance ○ Strategic Business Planning ○ Stakeholder Engagement and Successful Transition ○ Financial Assessment and Management ○ Workforce Development ○ Quality Management ○ Risk Management ○ Partnerships and Strategic Alliances ○ Marketing to People who Receive Services

Project	Aboriginal Resources & Pathways
Description	Utilises NDS Regional Coordinators to develop local networks of Aboriginal communities, disability services and other stakeholders, by fostering information sharing and service planning
Sector benefit	<p>22 networks have been established to date comprising nearly 500 members from Aboriginal communities, disability services and government, with 103 ADHC-funded service providers participating in project activities, including 10 capacity building initiatives.</p> <p>Networks have been very active in identifying and seeking innovative solutions to barriers and service access issues for Aboriginal people. Numerous initiatives have been successful, some ground-breaking¹. The networks have also been used as consultative bodies for policy and program planning, resulting in increased services and referrals for Aboriginal people.</p> <p>Networks are implementing community-driven initiatives to build the cultural capacity of disability organisations and address identified access barriers for Aboriginal communities.</p> <p>Relationships between local Aboriginal communities and disability organisations have been enhanced through the networks, and it is expected this will translate into increased access for Aboriginal people to the services they need.</p>
Tools and resources	<p>A project website hosts a number of resources that can assist organisations in working with Aboriginal communities and employing Aboriginal workers:</p> <ul style="list-style-type: none"> • Current Networks: Provides information for each network established under the project including membership, current initiatives underway and local access and equity barriers • Community Engagement Resources: Provides tools and guidance for organisations seeking to work more effectively with Aboriginal people, families and communities • Employment: Provides guidance and information on the recruitment and retention of Aboriginal staff • Resources: Provides specific resources relating to the needs of Aboriginal people with disability, including information about regionally specific approaches to addressing access issues.

¹ For example, one network trailed the establishment of a shopfront information portal targeting the local Aboriginal community. The hub is staffed by representatives of organisations that are a part of the network. It involves providing information, referrals and advice to the Aboriginal community regarding the services that are available for Aboriginal people with a disability in the local area. The hub was opened in an area of town selected to maximise the participation of Aboriginal people and communities. All information supplied was provided in a culturally appropriate format and targeted to meet the needs of Aboriginal service users

Core Tools and Resources

Project	The NDIS Roadmap and Organisational Readiness Toolkit
Description	The roadmap and toolkit has been developed to help organisations transition to the new market and maintain services that are viable and responsive, by helping them to understand and act to anticipate the opportunities and risks awaiting them.
Sector benefit	<p>The roadmap and toolkit are a guide designed to assist organisations self-assess their readiness for transition to the NDIS and develop an action plan relevant to their identified gaps (with use supported by Sector Support Consultants at all IDF-eligible organisations).</p> <p>Almost 160 organisations have registered online to use the toolkit so far and this number will likely increase as organisations are getting closer to transition to the NDIS.</p> <p>Both the roadmap and the toolkit have been well received providing an opportunity to examine a range of areas and plan for change. 72% of sector survey respondents rated their use of the roadmap and the toolkit as a very effective or effective tool to prepare for their transition to the NDIS.</p> <p>The toolkit includes:</p> <ul style="list-style-type: none"> • A map depicting how the new market for disability services will work and what organisations need to do to prepare • Critical questions that Boards and management need to answer in preparing for the NDIS • A Key Financial Ratios Tool to give insight into an organisation's current financial position and how to transition to a system of selling services to individual clients with payments in arrears • A Self-Assessment Tool to assess readiness for the NDIS • Gap analysis to record current and preferred rating levels in order to identify issues for action • The Readiness Development Plan, to help plan for action on the identified gaps
Tools and resources	<p>A copy of the toolkit may be obtained from:</p> <ul style="list-style-type: none"> • NDIS Organisational Readiness Toolkit

Project	Quality Project including Third Party Verification (TPV) Subsidy
Description	In response to the requirement for FACS ADHC-funded organisations to be verified against the NSW Disability Services Standards, the Quality Project has provided advice, support and information through a range of means, including a subsidy to meet the cost of Third Party Verification
Sector benefit	<p>Availability of the subsidy has been almost universally popular, with all but 33 ADHC funded disability support providers having applied, over 1,000 telephone advice calls have been taken and nearly 150 organisations have received onsite consultations, of which nearly half have resulted in a quality action plan. The imperative of verification is expected to continue to drive participation in this project. Feedback to date has been positive, indicating both increased understanding of verification and action towards accreditation.</p> <p>The Quality project has seen a high level of engagement from across the sector and most organisations have found the experience useful and to have met their needs. 80% of sector survey respondents rated their engagement with the Quality project as either very effective or effective.</p>
Tools and resources	<p>A project website hosts a number of resources that can assist organisations in the quality journey:</p> <ul style="list-style-type: none"> • The NDS Online Quality Pathway provides a guide for providers completing their self-assessment against NSW Disability Standards • The NDS Quality Assessment Workbook helps organisations to self-rate their performance against NSW Disability Services Standards • A range of Fact Sheets provide guidance and resources to assist organisations to move beyond basic compliance and prepare for a whole-of-organisation approach to continuous improvement • Accreditation work requirements provide advice and video presentations about the tasks and actions an organisation needs to take to achieve third party verification <p>Resources available from FACS ADHC include:</p> <ul style="list-style-type: none"> • The NSW Quality Framework for Disability Services

Project	Productivity Tool
Description	An online tool providing NGOs with a means of benchmarking back-of-house services against other providers and the sector as a whole.
Sector benefit	<p>The quality and cost of a disability service provider's back-of-house services directly affects their capacity to deliver critical, front-of-house services to people in need.</p> <p>The online Productivity Tool enables NGOs to identify and monitor issues with back-of-house costs and develop strategies to make savings. Benchmarking against other providers and the entire sector acts as a driver for increasing productivity, as well as an information sharing mechanism to motivate sector-wide improvement.</p> <p>Nearly 30 organisations had completed the tool by June 2014. 55% of sector survey respondents indicated that their engagement with the Productivity Tool has been either very effective or effective in preparing them for transition to NDIS.</p> <p>Project is ongoing so participation rates are expected to increase.</p>
Tools and resources	<p>A project website provides introduction and access to:</p> <ul style="list-style-type: none"> • The IDF Productivity Tool <p>Related tools and resources available from FACS ADHC in this area include:</p> <ul style="list-style-type: none"> • FACS ADHC NGO Cash Flow Management Tool is a suite of resources to identify, forecast and control cash flow • FACS ADHC Investment and Loan Financing Tool & Resources examine the potential role of loans for service providers • FACS ADHC Unit Costing Tool & Resources explores and addresses common issues reported by the NGO sector when considering the unit cost of their services.

Project	Person Centred Approaches
Description	A suite of networks, tools, workshops, webinars, online training modules and resources to enhance Person Centred Approaches (PCA)
Sector benefit	<p>Nearly 240 organisations have accessed one or more of the six components of the suite of activities available within this project, with almost 200 accessing Human Rights training either in person or online.</p> <p>High levels of participant satisfaction were reported for offerings in this project area. Feedback from people accessing this training as well as those engaged in a network to complement their learning indicated an increased understanding of PCA, changes in attitudes and new ways of upholding human rights. In a Project Rights participant survey (n=209), 70% of workshop attendees agreed that training helped them implement new approaches relating to human rights and 67% responded that the training had helped shape and/or change attitudes with regard to upholding the human rights of people with disability. In a Communities in Practice participant survey (n=120), 88% found content useful in developing understanding of person centred approaches and 90% thought it had assisted understanding of the changes occurring in the sector.</p> <p>Other benefits noted by participants in this project included committed leadership that embeds person centred approaches across the organisation; understanding of rights based approaches to service planning and delivery that are upheld at all levels of the organisation; development of client circles of support; frontline managers acquiring change management skills; and active and strong volunteer networks delivering person centred services.</p>
Tools and resources	<p>A wide range of resources and guides are available from this project:</p> <ul style="list-style-type: none"> • An Introduction to Human Rights in Disability Services is an online training program exploring the concept of human rights and how support workers can apply them in day-to-day practice • A Human Rights Competency Tool allows managers to assess, reinforce and build on worker understanding of human rights • Adopting a Human Rights Approach provides advice for Boards of NGOs in developing person centeredness • Developing support networks for people with disability provides resources to assist workers in supporting people with disability to understand, develop and maintain personal support networks • Resourcing Families assists people with disability and families in developing more individualised services • The Change Room provides a collection of workshops, videos and resources to equip frontline managers to facilitate positive change <p>Related resources available from FACS ADHC include:</p> <ul style="list-style-type: none"> • Living Life My Way Framework provides an opportunity for service providers to increase their NDIS readiness by gradually adapting their organisation to more individualised funding arrangements • My Choice Matters was established to prepare people with disability to participate confidently in a disability system based on self-directed supports and individualised budgets

Project	Disability Safe
Description	Disability Safe is a multi-faceted Work Health and Safety (WHS) program aiming to improve management of injuries and decrease Workers Compensation costs.
Sector benefit	<p>This project provides practical support to manage a wide range of WHS statutory and organisational requirements to nearly 300 organisations.</p> <p>Training to improve participant understanding and knowledge of a wide range of WHS issues has been complemented with online tools and resources. These combined initiatives have resulted in operational standards relevant to four specific areas of WHS, safer working environments with less injuries reported, subsequent reductions in Workers Compensation premiums and enhanced leadership capacity of participants. The updated dedicated Disability Safe website and WHS resources averages 6,000 hits per month.</p> <p>276 organisations have engaged with at least one project strand of the Disability Safe project. The project is ongoing so participation and engagements levels are expected to increase.</p> <p>Satisfaction rates of participating organisations have been high, with the project active in development and application of a broad number of practically oriented initiatives in a number of critical WHA areas.</p>
Tools and resources	<p>A wide range of resources and guides are available from this project:</p> <ul style="list-style-type: none"> • Disability Safe risk management strategies assist organisations to meet Clause 34 of the WHS Regulations (relating to eliminating and minimising risk) • Board member WHS responsibilities are described in Disability Safe management commitment and a sample WHS Board Report • Disability Safe workers compensation provides information on Workers Compensation requirements and employer, employee and insurer responsibilities • Leading WHS in the Disability Sector is an online training for frontline managers and supervisors, outlining WHS obligations and best practice • WHS for Support Workers and Frontline Managers provides training suitable for use in staff induction and/or staff refreshers • FACS Driver Safety is an e-learning module for the disability sector • WHS Benchmarking is a resource to facilitate comparison of performance in relation to injury reduction • NDSONlineWHS provides assistance with the WHS management system (available on a yearly licence fee basis).

Valuable Products from Time-limited Projects

Project	It's Your Business (IYB)
Description	'It's Your Business' (IYB) is a governance resource for voluntary Boards and committees. Under the IDF, funding was provided to develop an additional chapter for IYB and three training programs (Fraud & Corruption Prevention; Probity In Employment; and Quality)
Sector benefit	<p>IYB is a significant development and very useful resource in promoting good governance, through the IDF now extended to more comprehensively cover operational domains. Associated training has shown high levels of participant satisfaction. Results from the sector survey indicated that 76% of respondents rated the IYB resources as either very effective or effective in preparing them for transition to NDIS.</p> <p>The IYB Project has expanded the scope of topics covered by the existing governance resource to include a chapter on Quality, with four complementary webinars reinforcing the practical aspects of meeting quality requirements.</p> <p>A further three training modules have been developed and each has been delivered to significant numbers of participants from over 250 organisations: Fraud & Corruption Prevention (290 attendees); Probity In Employment (239 attendees); and Quality (387 attendees). Participants have reported satisfaction with the training, saying that it has assisted Boards and management make informed decisions about implementation and governance of their quality management and complaints systems.</p>
Tools and resources	<p>The new IYB chapter is available at:</p> <ul style="list-style-type: none"> • It's Your Business - Chapter 10 Quality Management, including webinars and related advice and guidance <p>Other IYB chapters include:</p> <ul style="list-style-type: none"> • Chapter 1 Corporate Governance provides an understanding of the obligations associated with being an NGO Director • Chapter 2 Legal Issues provides a practical approach to managing risks in running an NGO • Chapter 3 Strategic Business Planning describes a regular cycle of planning, monitoring and evaluation • Chapter 4 Financial Management provides a practical approach to understanding financial reports and questions that should be asked in accordance with fiduciary duty • Chapter 5 Strategic Human Resources outlines the human resources obligations and responsibilities accepted by Directors • Chapter 6 Risk Management explores how risk management can be applied to organisations to improve activities • Chapter 7 Fraud Prevention and Control provides Directors with an understanding of fraud and corruption risks • Chapter 8 Probity in Employment provides information which can be used to assess the integrity, character and honesty of prospective employees and volunteers • Chapter 9 Partnerships explores critical issues in establishing and maintaining successful partnerships.

Project	AICD Training
Description	Three day customised certificate course for Board and Committee members from the community sector, developed and presented by the Australian Institute of Company Directors (AICD).
Sector benefit	<p>In partnership with AICD, the IDF rolled out the Foundations of Directorship Course across NSW to eligible NGOs organisations that provide disability services funded by FACS ADHC. This course is a three day customised certificate program, designed specifically for NGOs.</p> <p>Over 380 Board members from 220 NGOs attended the course, focusing on governance, financial management, risk and strategy.</p> <p>The course enabled Board members to be better prepared to meet Director responsibilities and provided networking opportunities for them (including formal networks established in regional areas) from across the disability sector.</p> <p>This was a highly regarded project, with demand for places greater than the number of places available. Attendees were encouraged to undertake an examination following the completion of the course, with the numbers expected to take up this opportunity lower than expected.</p>
Tools and resources	<ul style="list-style-type: none"> • Foundations of Directorship training (held at AICD)

Project	Brinckerhoff Master Classes
Description	A limited series of one-day seminars for NGO leaders to engage in thinking about changes necessary in their organisations to assist NDIS transition.
Sector benefit	<p>The one-day seminars facilitated by Peter Brinckerhoff (an expert in non-profit management, award-winning author, trainer and consultant), in 2013 and 2014 were highly regarded by the 250 participants from almost 180 organisations that attended. Such has been the success of this initiative, NDS has recently re-commissioned Brinckerhoff in a statewide roll-out, with good attendances (averaging 35 participants per session) in regional areas.</p> <p>Participants received professional development focussed on mission based management and marketing, with specific strategies for implementation in their organisations relevant to NDIS transition.</p> <p>The ongoing impact of this initiative is undefined at this point and will depend on reinforcement through a complementary program of professional development, however indications are that it has assisted emerging leaders to articulate organisational change objectives in transition to the NDIS.</p>
Tools and resources	<p>PowerPoint presentations from the seminars are available:</p> <ul style="list-style-type: none"> • Mission Based Management • Mission Based Marketing

Project	Board Recruitment Feasibility
Description	Feasibility study for the establishment of a Board Member recruitment service to secure targeted skill sets (e.g. legal, accounting)
Sector benefit	<p>This pilot sought to engage professional associations (e.g. the NSW Law Society) in offering their members an opportunity to serve on the Boards of disability support providers.</p> <p>Expressions of interest were sought from service providers wanting to make new appointments to their Boards. Forty organisations applied to participate, and (as a limited trial) three were chosen to participate as representative of the sector. A review of Board structure and function was undertaken at each organisation and requisite skills/experience identified to supplement the existing Board.</p> <p>Then, from a single advertisement in the newsletters of two professional associations, over 100 applications to serve on a not for profit Board were received. Applications were screened against requirements at the three organisations and six new board members were successfully placed into the participating providers.</p> <p>The project also involved a survey of nearly 200 disability support providers to increase understanding of ways to improve the effectiveness of Board member recruitment within the sector and examine scope for an external recruitment service to supply new Directors with qualifications and experience in specific disciplines.</p> <p>A toolkit to support Board recruitment has been developed which can be used by service providers to direct recruitment, selection and placement exercises in more structured ways.</p>
Tools and resources	<p>The reports generated during the project are available for download:</p> <ul style="list-style-type: none"> • Feasibility Study – Summary of Survey Data • Feasibility Study - Final Report • The Board Member Recruitment Project: Resource Toolkit provides a guide and templates to assist organisations to successfully recruit new Board members

General Reference

Project	IDF Website
Description	A website to promote the IDF, its activities, projects and outcomes and to provide an easily accessible pathway to all information and resources pertaining to IDF activity.
Sector benefit	<p>The website has had a high uptake of users that is anticipated to continue growing with the ongoing posting of up to date IDF developments.</p> <p>The website provides ready access to information and tools, and is well designed and user friendly. It provides a thorough understanding of the various elements of the IDF, where they fit, what they are targeted to address and how they may be accessed, allowing organisations to target the assistance they specifically need.</p>
Tools and resources	<ul style="list-style-type: none"> Go to http://industrydevelopmentfund.org.au/

Project	Leading The Way Seminars
Description	Two one day conferences to engage CEOs and Board members in thinking about the changes necessary in their organisations to meet the transition to the NDIS.
Sector benefit	<p>Seminars were facilitated to encourage information sharing between decision makers, CEOs and Boards in relation to identifying organisational changes necessary for transitioning to the NDIS. Seminar structure also promoted the sharing of information between key decision makers, which participants found useful.</p> <p>A total of 800 participants from over 320 organisations, equally representative of CEOs and Board members, attended the two events. Two thirds of participants assessed the content as excellent or above average. Presentations focussed on the six IDF priorities and are available on video.</p>
Tools and resources	<p>Video recordings of presentations at the 2014 Leading the Way Seminar include:</p> <ul style="list-style-type: none"> National Disability Insurance Agency – Bruce Bonyhady AO Workforce Challenges – Kim Windsor & Gordon Duff Competing on Quality -Claudia Rossi Hudson Advancing Human Rights in the Market – Fr. Frank Brennan SJ AO Leading with a Customer Advocacy Lens – Kate McKenzie Mergers and Acquisitions – Ben Bolot Panel – Managing Organisational Risk under an Insurance Model Marketing to the Disability Community – Peter Lewis Mission Focus during Transformational Change – Peter Brinckerhoff Message from Michael Coutts Trotter – NDS NSW State Conference A message from Jim Longley – NDS NSW State Conference

Project	Employee Engagement Survey
Description	An employee survey to provide insight into critical issues perceived to be affecting provider staff and areas for improvement.
Sector benefit	<p>Attracting and retaining good staff is a challenge for disability services. The NDS Employee Engagement Survey was funded to ascertain employee levels of engagement, satisfaction and perceptions of the success of organisations in improving the lives of people with disability, particularly through the application of person-centred approaches.</p> <p>Almost 30 organisations completed the baseline survey and nearly 20 the follow up survey. Positive changes between the first and second survey were reported in the areas of effectiveness; rewards; safety; technology; and teamwork.</p> <p>Given the small sample size, the communication of learnings sector-wide has been limited to date. However the project has demonstrated the potential for using an Engagement Survey as a driver for organisations to develop understanding and identify change priorities in improving employee recruitment and retention.</p>
Tools and resources	<p>The report of the pilot is available at Engaging the Workforce for Disability</p> <p>Other resources related to this topic include:</p> <ul style="list-style-type: none"> • Career Planning Capability Framework – assists organisations to align workforce and business strategy • Workforce Capability Framework can be used to underpin people management strategies and enhance organisational culture • Workforce recruitment strategy aims to attract new employees to the disability and community care sectors by raising the profile, and attracting the right types of workers to deliver quality services • Disability Career Planner is an interactive tool designed to assist people who are interested in joining the sector, or are already working there, to identify career opportunities • Carecareers is a not-for-profit recruitment initiative aimed at increasing worker attraction and retention within the community care and disability sector • A Guide to Employing a Flexible Workforce in a Person-Centred Environment assists to support providers in engaging, supporting, retaining and continuously up-skilling a flexible workforce.

Project	Leadership Program
Description	Specifically tailored leadership program for the disability sector covering key focus areas outlined in <i>Directions for Industry Development 2010</i> . The program focused on enhancing the leadership skills of current and future managers to enable them to run effective, efficient and responsive services.
Sector benefit	A customised leadership program addressing priorities identified in <i>Directions for Industry Development</i> was completed by 58 participants (from 55 different organisations) over the course of three programs (with places capped at 20 attendees per program). The program consisted of workshops, seminars and an ongoing mentoring program. More than two thirds of participants responded in a follow up survey that the development of person centred approaches was now a key action for them and that leadership skills had developed. Just over 80% of attendees reported a change in practice as a result of their participation in the program. Participants used their learning to build person-centred strategies within their organisations and demonstrate leadership in a critical reform area.
Tools and resources	

Project	Social Impact Measurement Tool
Description	Development of a social impact framework and a tool and resources to assist organisations to measure their social impact.
Sector benefit	The Social Impact Measurement Tool will assist people with a disability, their families and carers to be better informed about the choices they make. It will also provide an evidence base of demonstrated social impact with which to engage potential investors. The Social Impact Measurement Tool has recently been completed (February 2015) and a sector implementation plan and costings are under consideration.
Tools and resources	More information about the development of the tool can be found at: <ul style="list-style-type: none"> • Social Impact Measurement Tool

CONCLUSION

The NSW disability sector is undergoing major change including an expansion of the service system, greater emphasis on person centred approaches, promoting choice and self-directed care through application of individualised options and implementation of the NDIS. These changes will impact the way services are funded, delivered and organised, as well as the people and organisations involved.

Within this changing landscape the need to encourage industry development and promote cultural and structural change within the sector has been clearly recognised. The IDF was conceived as a change strategy to be implemented over a number of years (with other reforms occurring concurrently within the sector over the period to influence the change journey).

The IDF has been good for the sector and came at the right time to drive change. Over the past five years a suite of tools and resources have been developed through the IDF, aligned to one or more nominated outcome areas, all relevant to ongoing efforts by providers to ready for the NDIS - IDF investment has built the sector to a level of greater readiness to meet the reforms required to transition to NDIS.

Initiatives so far have recognised the diversity of the sector and have been well developed to meet the needs of both small and large organisations and the range of activities undertaken. The IDF has delivered a comprehensive range of initiatives which appear highly valued by participants. Many of the tools and resources have been thoroughly 'road-tested' through the IDF experience and constitute a valuable resource for ongoing use within NSW or adoption by providers in other jurisdictions to assist them in their preparations for new ways of doing business.