# **Pre-Budget Submission 2018-2019**

## NDS WA State Budget Priorities

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## Foreword

On behalf of National Disability Services (NDS) WA members, we are pleased to present our 2018-19 Pre-Budget Submission (PBS).

The annual PBS is the policy centrepiece for State level disability advocacy. It highlights priorities and outlines a diverse range of measures required to improve the lives of people with disability and their families. NDS WA is committed to driving initiatives that address areas of critical need and pave the way for a comprehensive service system for people with disability in WA based on entitlement, choice and control over their lives.

There has been strong support for previous PBS initiatives and NDS WA is very encouraged by the State Government’s continuing investment to improve the lives of people with disability.

This includes additional funding to extend and expand the National Disability Insurance Scheme (NDIS) trials and the implementation of the Catastrophic Injuries Support Scheme (CISS), both of which were key recommendations of the NDS WA 2016-17 PBS.

Funding for NDIS is confirmed to 2020 in the State Budget and people with disability regardless of the model will be able to access supports and services. Following the McGowan Government machinery of government changes, Disability Services is now reflected in the new Department of Communities budget with the additional expenditure of $1.7B over the three year transition (2017-18 to 2019-2020) to an NDIS.

NDS recognises the McGowan State Government’s careful consideration of the bilateral agreement inherited from the former Government.

We appreciate the willingness of the State Government to meet and hear from so many people with disability, families, carers, and disability services organisations, including regional service providers. West Australians will have equal access and outcomes from the NDIS as other Australians while it also ensures the stability of the WA disability sector during this time of transformational reform. It provides confidence that there is a shared commitment to increased collaboration and partnership in the operationalising of the NDIS and the future of disability services in WA.

WA not-for-profit disability services organisations have decades of experience in building social capital, infrastructure and linkages which support and include people with disability, their families and carers in their local communities. NDS WA and its members will continue to contribute to the life of people with disability by providing quality services supporting NDIS communities.

Collaboration and cooperation between the sector and Government are vital in resolving outstanding design issues within the NDIS and in developing the implementation strategy for the NDIS in WA.

NDS WA shares the State Government’s focus on providing the highest standard of services and care for people with disability and recognises this is particularly important during the NDIS transition period. While being mindful of concerns about a scheme administered with3

centralised decision-making, it is essential that the disability sector is united and focused on getting the scheme implemented properly.

The implementation of the NDIS in other jurisdictions offers valuable lessons about the need to involve West Australians with disability, their families and carers and service providers with the design of the scheme and its implementation. It is critical that the significant problems experienced with implementation in other jurisdictions are avoided so that we keep the NDIS implementation on track in WA.

The NDIS has the potential to generate significant growth to the Western Australian economy as well as more than 20,000 jobs. The disability sector is poised to deliver on the McGowan Government’s strong commitment to jobs growth and to build a strong, diverse, efficient and resilient economy that can ride out the ebbs and flows of the mining sector cycle.

However, the transition to the NDIS across our vast State will need to be supported by adequate State Government investment and in particular the WA Disability Services Sector Industry Plan (The Industry Plan). The Plan provides a clear framework and pathway for the WA disability sector to ensure transition to full NDIS implementation in WA achieves the forecast levels of economic and jobs growth activity.

The 2018-19 PBS also highlights that now more than ever it is imperative that the State Government remain highly aware of its obligations under the National Disability Strategy and the important role of the interface with mainstream agencies alongside the transition of NDIS in WA.

A well-resourced and highly skilled agency is required to deliver more effective implementation of the National Disability Strategy as well oversee the transition to the NDIS in WA. Further clarity is required around the future disability services functions of the amalgamated Department of Communities. It is important that the critical functions of the former Disability Services Commission are retained and that Government continues to provide leadership in this specliased area of human services. Any review of the Disability Services Act must ensure there a dedicated and wholly committed Minister of Disability Services and a responsible agency accountable to Western Australian citizens with disability.

These are important considerations at a time when the State Government is establishing more integrated approaches to the delivery of human services including services for people with disability. NDS WA supports this joined-up approach and in particular the co-location of services in regional and remote parts of the State. People with complex needs and

those people living in regional, rural and remote communities, need integrated but highly specialised niche services that require particular support.

NDS notes and supports the intent of the State Government’s Services Priority Review (SPR) which has highlighted the need for a significant culture shift and a move away from metro-centric service design which does not work in the regions. There must be a stronger emphasis on co-designing disability services for these localities supported by sustained engagement with local communities including people with disability.

Not-for-profit disability service providers have a long standing, deep commitment to supporting people with disability and NDS WA will continue to work in partnership with Government to ensure a strong sector that is responsive to the needs to people with disability.

Our 2018-19 PBS provides an opportunity for NDS WA and the State Government to develop a strong, robust partnership to support the disability sector during this extensive period of change.

Julie Waylen, State Manager

Joan McKenna Kerr, NDS President and NDS WA Chairperson

## Executive Summary

The community sector plays a pivotal role in the delivery of quality human services to West Australians most in need. The disability sector is in the midst of a period of massive change that brings with it considerable challenges but also the prospect of a better future for people with disability and their families. Harnessing the opportunities and resolving the issues will require significant investment, resourcing and commitment to strengthen our community’s capacity to assist people with disability.

NDS WA’s Pre-Budget Submission identifies reform priorities that support the delivery of better outcomes for people with disability. Importantly these align with the McGowan Government’s Supporting Communities and Plan for Jobs election commitment policies. The prime consideration is to deliver quality social and economic outcomes for West Australians in the key service areas of health, disability, justice, education and transport.

### Our Focus

The focus of NDS WA is to advance the social and economic inclusion of people with disability and build a strong and dynamic disability support market to support the successful implementation of the NDIS.

As the NDIS is implemented in WA a key consideration must be whether the right services are in the right place at the right time and for the right price. This means delivering evidence-based, best-practice supports and services that are responsive to the preferences of people with disability and contribute to their quality of life and personal goals. NDS WA notes the tension between choice and control of services and what works, under what circumstances and at what cost, as well as the increasingly important market stewardship role of the State Government particularly in relation to mitigating against market failure in small regional and remote communities.

The NDS WA 2018-19 PBS clearly articulates that the NDIS will stimulate significant economic and jobs growth for the State but this will require significant investment by the State Government in an Industry Plan to ensure this smooth transition and the delivery of high quality disability services in all parts of our vast State, as has been the case with other jurisdictions such as Victoria (a $36M investment over three years) and NSW ($30 million) to assist with sector NDIS readiness.

The State Government must also continue to invest in improving the lives of people with disability in WA across its portfolio areas in addition to its investment in the NDIS to fulfil its obligations to implement the National Disability Strategy (the Strategy). As the NDIS only provides funding supports for individuals, the Strategy plays a vital role in continuing to improve the social and economic inclusion of people with disability in our community.

This year’s PBS identifies four areas that require attention by the State Government:

1. Deliver a sustainable quality NDIS
2. Plan for the future NDIS market
3. Strengthen State Government’s NDIS market stewardship
4. Drive better outcomes under the National Disability Strategy

To achieve these priorities, the State Government must provide leadership in driving cultural and systemic change to deliver innovative, high quality and long term sustainable services to Western Australian individuals and communities.

A critical first step is for the State Government to invest in developing a high level overarching State Disability Strategy (A Disability Roadmap) to deliver both the transition to the NDIS and better outcomes for people with disability from the National Disability Strategy.

Strong consideration must be given to developing a high level road map for the transition and future delivery of disability services in Western Australia. This strategic framework would incorporate short and long term strategies and actions for both NDIS transition and ongoing implementation of the NDIS and the National Disability Strategy. A State Disability Strategy would support the implementation of an outcomes based framework and associated KPI’s (state performance indicators) for annual reporting to the Premier and Parliament as part of a biennial broader human services Our Communities Report.

NDS WA has also advocated this position in our submission to the McGowan Government’s Supporting Communities Policy and in particular feedback on the draft terms of reference for the proposed Supporting Communities Forum. Its purpose would be to provide a snapshot of the well-being of the community across a set of social and economic indicators including the participation of people with disability.

A common vision embedded in a strategic plan for the delivery of disability services in Western Australia should support and strategically direct the work of the State Government and the sector. This should embody the principles of co-design and shared risk with the delivery of these services.

Effective reform needs to be jointly owned and driven by Government and the disability sector driven by the needs of people with disability.

NDS WA also welcomes the State Government’s review of Government funded services through the Services Priority Review as a mechanism to deliver better and more integrated human services to West Australians.

For these reasons, this year’s Pre-Budget Submission is purposely framed around the State Government’s key reform directions (and four areas of investigation by the McGowan Government’s Service Priority Review) which focus on the themes of:

1. Customer-focused and outcomes-based service design and delivery
2. Contemporary, adaptable and high-performing workforce
3. Efficient and effective systems and processes
4. Strong and strategic leadership driving effective Government stewardship

NDS WA believes that the Service Priority Review has provided an opportunity to consider how to best shape human service delivery. NDS WA provided comment to the Service Priority Review panel as part of a combined community sector submission coordinated by the Western Australian Council of Social Services. It is also an opportunity to identify and reprioritised funding for existing programs to deliver good effective to Western Australians.

The 2018-19 PBS provides recommendations for consideration by the State Government in its deliberations on how to best shape the delivery of higher quality and more efficient services to people with disability in Western Australia. These recommendations reinforce a strong commitment to implement the National Disability Strategy and to ensure the transition and continued implementation of the NDIS delivers on the promise of a better life for tens of thousands of West Australians with disability and their families and carers. Consideration should be given to funding many of these recommendations through reprioritised funding from redundant exiting programs identified through the Service Review process.

NDS’s priority is to ensure people with disability continue to get the support they need. Changes will be required to existing disability support systems, some significant. Our goal is to ensuring a smooth transition for people with disability and support providers.

### Figure 1. WA State Disability Strategy (A Disability Roadmap for Western Australia)

This figure depicts where a WA State Disability Strategy (A Disability Roadmap for Western Australia) would sit around existing disability frameworks including the United Nations Convention on the Rights of People with Disability, National Disability Strategy 2010-2020 (NDS) including the Second Implementation Plan Driving Action 2015-2018 and Third Implementation Plan Measuring Program 2019-2020, The National Disability Insurance Scheme and proposed NDS WA Disability Services Industry, Plan (The Industry Plan), Disability Action & Inclusion Plans 2017-2020 (for each WA Government agency). The 2018-19 recommends that the State Government develop a State Disability Strategy, a common vision embedded in a strategic plan for the delivery of disability services in Western Australia that should support and strategically direct the work of the State Government and the sector. 


## NDS WA Top Disability Service Priorities

### Customer Focused and Outcomes-Based Service Design and Delivery

* **Deliver the NDIS in WA**

Fund the WA Disability Services Industry Plan

* Resolve outstanding issues and shape the NDIS design and implementation
* Deliver a sustainable and quality NDIS
* Plan for the future NDIS market and strengthen market stewardship
* Promote integrated regional service delivery solutions
* Collaborate and partner with the WA disability sector in the co-design and implementation of quality disability NDIS services.
* **Deliver the National Disability Strategy**

Fund and develop the State Disability Strategy

* Implement an Outcomes Based Framework

Ensure full access and inclusion for people with disability

* Fully accessible education
* Creating job opportunities
* Improve Vocational Education and Training (VET) opportunities
* Safe and secure places to live
* Accessible and inclusive communities (including meeting the needs of regional communities)
* Equal access to rights, protection and justice (including the delivery of high quality safeguards and support)
* Better health and wellbeing outcomes

### Contemporary, Adaptable and High-Performing Disability Workforce

* **Fund the WA Disability Services Industry Plan**
* Build the disability sector’s capability and capacity
* Build a strong, capable workforce

### Deliver Efficient and Effective Systems, Processes and Infrastructure

* **Reform of Government systems and processes that deliver better outcomes for disadvantaged and vulnerable communities including people with disability**
* Build an overarching and more effective systems framework for human services
* Build the evidence base to support investment decisions
* Data integration and pooling
* Commit to reducing red tape and duplication, including streamlining procurement processes and reporting requirements
* Invest in NDIS ICT Infrastructure and integrated online portals between Government and not-for-profits
* Invest in collaborative disability service models that demonstrate service integration including the piloting of new approaches in targeted priority service areas in regional and remote parts of WA
* Develop more efficient use of Government facilities and co-location of services, particularly for regional communities

### Strong and Effective Leadership to Drive Effective Government Stewardship

* **A State Government agency that oversees and delivers effective implementation of the National Disability Strategy and the NDIS**
* Investment in strong Government stewardship
* Invest in an outcomes based framework with KPIs around service delivery, quality and efficiency

This figure depicts the 2018-19 PBS Budget Submission Priorities on one page. It shows that this year’s Pre-Budget Submission is purposely framed around the State Government’s key reform directions (and four areas of investigation by the McGowan Government’s Service Priority Review) which focus on the themes of Customer-focused and outcomes-based service design and delivery; Contemporary, adaptable and high-performing workforce; Efficient and effective systems and processes; and Strong and strategic leadership driving effective Government stewardship. It also shows that the PBS identifies the four main areas that require attention by the State Government, which are 1. Deliver a sustainable quality NDIS; 2. Plan for the future NDIS market; 3. Strengthen State Government’s NDIS market stewardship; and 4. Drive better outcomes under the National Disability Strategy. In each of these areas key strategies are outlined to achieve better outcomes for people with disability.


## The NDS WA PBS Priority Themes in Detail

### Theme 1: Customer Focused and Outcomes-Based Service Design and Delivery

#### Key Deliverables

* **Deliver the NDIS in WA**

Fund the WA Disability Services Industry Plan

* Resolve outstanding issues and shape the NDIS design and implementation
* Deliver a sustainable and quality NDIS
* Plan for the future NDIS market and strengthen market stewardship
* Promote integrated regional service delivery solutions
* **Deliver the National Disability Strategy**

Fund and develop the State Disability Plan

* Implement an Outcomes Based Framework

Ensure full access and inclusion for people with disability

* Fully accessible education
* Creating job opportunities
* Safe and secure places to live
* Accessible and inclusive communities (including meeting the needs of regional communities)
* Equal access to rights protection and justice
* Better health and wellbeing outcomes

### 1.1 Deliver the NDIS in WA

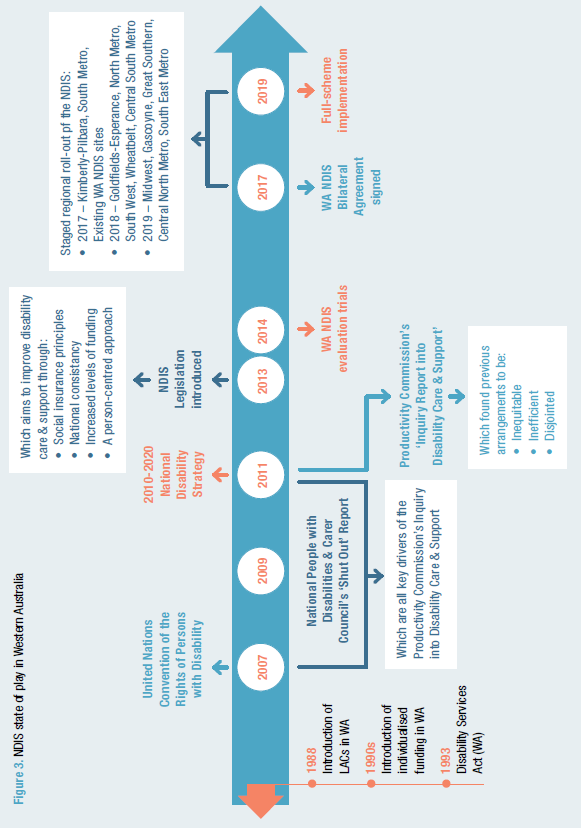
The NDIS will double the funding for disability supports and provide choice and control for people with disability and their families which NDS WA fully supports. This insurance approach must focus on early intervention as a priority and be supported with adequate investment in appropriate strategies to build the capacity of the sector and build more choice for people with disability.

The NDIS provides people with disability with real autonomy and decision making power to choose the services that best meet their individual circumstances. While the levels of autonomy under individualised funding can vary depending on whether a person with disability self-manages their funds or elects for shared, agency or external management, there is a greater capacity for people with disability to exercise choice.

Critical to realising the vision of the NDIS in WA is the growth of a dynamic, sustainable and values-driven disability sector. Without this, people with disability and their families will not have the choice and quality of support that the NDIS promises. The risks facing the disability sector are risks to the Scheme as a whole. They are substantial and require urgent mitigating action.

NDS WA proposes practical measures to reduce the avoidable pressure and risk – and so help secure the future of the NDIS.

NDS WA notes that a recent report by the Productivity Commission on NDIS costs (released October 2017) highlighted that in the transition phase, the National Disability Insurance Agency (NDIA) has focused too much on quantity (meeting participant intake estimates) and not enough on quality (planning processes), supporting infrastructure and market development. The Commission concluded that for the scheme to achieve its objectives, the NDIA must find a better balance between participant intake, the quality of plans, participant outcomes, and financial sustainability. In addition, greater emphasis is needed on pre- planning, in-depth planning conversations, plan quality reporting, and more specialised training for planners (Productivity Commission, Study Report, NDIS Costs, October 2017).



## About the Industry Plan

In anticipation of the full roll out of the NDIS in WA, NDS WA commissioned ACIL Allen Consulting in July 2016 to research and develop a WA Disability Services Sector Industry Plan (the Industry Plan) to provide a clear framework and roadmap for the WA disability sector to transition to full NDIS implementation in WA.

The Industry Plan considers the key drivers of the NDIS and forecasts the associated impacts on people with disability, disability service providers, Government, and broader industry stakeholders during the transition to a new operating environment. It provides a knowledge base on the contribution and potential of the WA disability sector under the NDIS.

The detailed Industry Plan report sets out critical transition information and includes:

* An overview of the NDIS including the experiences of all States and Territories with the roll-out of the NDIS and any transitional strategies implemented;
* A profile of the WA disability sector, an overview of its current strengths, limitations, opportunities and threats, the current and future economic impact and anticipated workforce growth;
* Strategic themes emerging from ACIL Allen’s research and consultation with the sector;
* Strategies, actions and initiatives recommended to ensure the sector is well prepared for the full implementation of the NDIS in WA; and
* Recommended next steps to successfully implement the Industry Plan.

The Industry Plan provides for effective support to the NDIS transition, but State Government investment is critical to its implementation. It provides the evidence base that forms the centrepiece for the effective implementation of the NDIS in WA. It provides a clear picture of where the sector is now and how it can best make the transition to where it must be at full roll out of the NDIS, highlighting priorities and outlining a range of measures that require strong investment by the State Government.

The Plan demonstrates the importance of the WA disability sector working in close partnership with the State Government to improve the life of people with disability in our State. Collaborative approaches and robust partnerships between Government and the disability sector will lay the right foundations to building a strong future focused disability sector that provides increasing and diverse choice for people with disability across WA, including people living in regional and remote locations.

The Industry Plan clearly shows the NDIS will stimulate significant economic and jobs growth for the State, but that the smooth transition and delivery of high-quality disability services in all parts of our vast State will require significant investment by the State Government. This has been the case with other jurisdictions such as Victoria-$26M over three years and NSW-$30M to assist with sector NDIS readiness and to build a sustainable supply of disability services into the future.

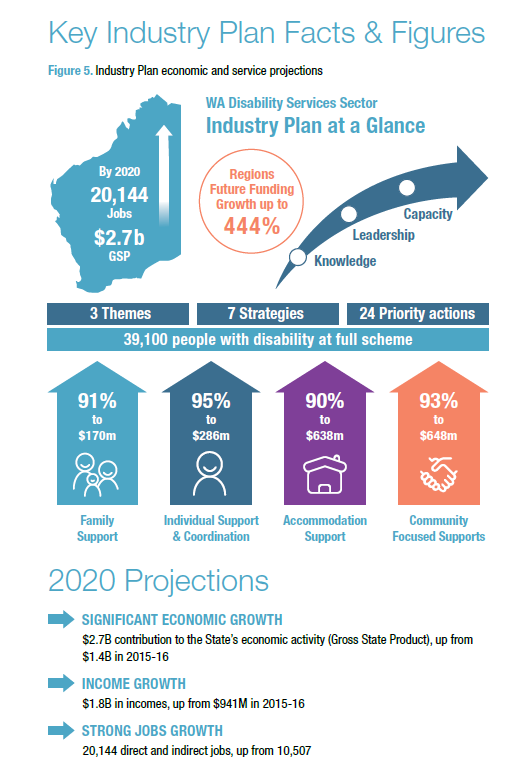
### What is the Industry Plan?

#### The Industry Plan includes:

* An NDIS snapshot of the experiences of all states and territories with the roll out of the NDIS and any transitional strategies implemented.
* A profile of the WA disability sector including an overview of its current strengths, limitations, opportunities and threats to its success; the current and future economic impact; and anticipated workforce growth.
* Three strategic themes recognising the need for comprehensive systemic and strategic planning to ensure the long-term social and economic gains of the NDIS are fortified.
* Seven strategies; 24 actions and initiatives to ensure the sector is well-prepared for the full implementation of the NDIS in WA.
* Recommended next steps to successfully implement the Industry Plan.

A summary of the WA Services Sector Industry Plan is presented in the next section.

Aim: To ensure the WA disability sector is well prepared for the full introduction of the NDIS.
Objectives: To build the knowledge base of the sector; to improve the capacity and capability of the sector; to ensure that there is strong sector leadership during the transition to the NDIS.
Strategies: To ensure the WA disability sector is well prepared for the full introduction of the NDIS; Improve the capacity & capability of the workforce; Develop organisational level infrastructure & strategy; Support regional & remote service delivery; Monitor, prevent & mitigate market failures; Ensure a whole of government approach to service delivery.
Actions and initiatives: 1. NDIS information; 2. Consumer information; 3. Market information; 4. Policy information; 5. Consultation; 6. Develop an understanding of the workforce needs; 7. Organisational workforce assessments; 8. Review the education and training system in the context of the NDIS; 9. Targeted workforce planning; 10. Amending the Industrial Award; 11. Promoting career opportunities in the sector; 12. Regular review of workforce indicators; 13. Organisational strategic reviews; 14. Specialised strategic support; 15. Service delivery innovation grants; 16. Workforce plans in each regional development area; 17. Tailored regional pricing frameworks in each regional development area; 18. Regional start-up support; 19. Ensuring a provider of last resort in regional and remote communities; 20. Specialised support for regional and remote providers; 21. Developing a market analysis tool and intervention framework; 22. Establishing a State NDIS Coordinating Committee; 23. Integrating ICT systems across government; 24. Regular communication and advocacy.
Outcomes and KPIs: Establish outcomes and key performance indicators for each action in order to regularly track progress.
For further information about the Industry Plan, please visit www.nds.org.au/resources/wa-disability-services-sector-industry-plan

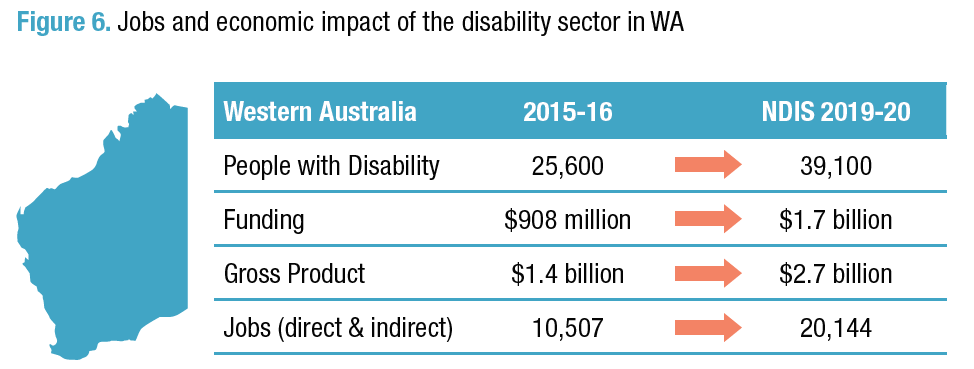


### NDIS will generate significant job creation and economic growth for WA

The Industry Plan highlights that the WA disability sector plays a critical role in delivering services to people with disability in our State. It is an important contributor to the State economy and has grown significantly over the past decade in line with the growth in funding directed to the sector.

The NDIS will provide a significant opportunity for WA, with potential to trigger large-scale economic growth and job creation in the state. Industry Plan modelling identified that the total economic contribution of the disability sector in WA and the number of jobs generated by the sector will double over the next three years.

By 2020, the disability sector in WA is forecast to generate a total of $2.7 billion worth of economic activity in the state. This includes $1.8 billion in income and the equivalent of 20,144 direct and indirect full-time jobs. Metropolitan and regional areas are all expected to see significant growth.



Importantly, these projected outcomes strongly align with the McGowan Government’s strong commitment to jobs growth and to grow and diversify the State’s economy. WA simply cannot just rely on the mining’s sector into the future to generate economic activity and jobs. NDS WA highlights this will assist the State Government to meet its commitment to build a strong, diverse, efficient and resilient economy that can ride out the ebbs and flows of the mining sector cycle.

Working in partnership with the State Government, we have an opportunity to build strong communities and help to grow and diversify the State economy – something that is desperately needed. A high quality workforce that strengthens the safeguards and provides greater choice for people with disability is a vital part of building vibrant services in local communities across all parts of the State.

Workforce strategies to address these issues are highlighted later in this Pre-Budget Submission in the chapter titled Contemporary, Adaptable and High-Performing Disability Workforce.

The availability of the NDIS will also see increased demand for a wider range of services in WA. Total funding in the State for disability supports and services is expected to increase by 92 per cent to $1.7 billion.

### The Industry Plan Regional Focus

#### Supporting regional and remote service delivery

An issue of significant importance for the State Government and the disability sector is what the NDIS might look like in regional areas. The Industry Plan identifies a critical need to develop regional and remote NDIS plans for each of WA’s nine regional development areas to support local communities that are at risk of market failure under the NDIS. The following priorities should be incorporated into regional and remote NDIS plans:

* Targeted workforce planning at a local level.
* Regional pricing frameworks that reflect the true cost of service provision across the nine regional development areas, such as the additional costs associated with travel and employee compensation.
* This should be supported by an annual review of the frameworks to ensure that the prices offered are flexible and contemporary.
* Regional start-up support: Initial financial start-up support should continue to be provided to establish new service providers in regional and remote areas that have service delivery gaps.
* Provider of last resort intervention strategies and responses, including a provider of last resort for regional and remote communities not adequately serviced.
* Specialist support in relation to regional service provision, including:
  + developing and supporting community-owned partnerships inclusive and sustainable with Aboriginal and other community groups, mainstream providers, local Governments and specialist providers;
  + effective engagement in regional and remote areas to understand, plan for, and respond to people with disability;
  + the delivery of culturally appropriate services;
  + the adoption of technology solutions in regional areas; and
  + the development of new business lines and revenue sources.

#### Regional Transition Strategy and Funding

Given WA’s vast land mass, NDIS transition strategies must place great importance on regional, remote and very remote service provision. Some of these strategies should include:

* Increasing the Aboriginal disability services workforce by providing suitable, culturally sensitive training programs and resources including in remote communities;
* Building the capacity, capability and NDIS understanding of service providers through information sessions and workshops;
* The establishment of a consultancy fund to be utilised to provide specialist advice to service providers regarding financial management, governance and business planning
* Encouraging Aboriginal service providers to provide services under the NDIS;
* improving the flow of information to people with disability by developing culturally appropriate resources;
* Developing a better understanding of disability markets in specific regions in the State, including:
  + the support experiences of people with disability;
  + the current and future needs of people with disability; and
  + mapping the capacity of existing service providers or new service providers that may be looking to expand their operations.
* Identifying areas for service innovation and enhancements, particularly for meaningful personal development and community inclusion and short term supported living.

These projects should be jointly funded by a dedicated state based Sector Development Fund and WA’s share of the Commonwealth Sector Development Fund.

In regional and remote centres, choice and control need to be considered in the context of the small market for services where often a single provider (or no provider) services a small or remote community. This requires a significant cultural shift in thinking about the delivery of human services.

The Industry Plan recommends targeted workforce planning at a local level, and start up support in regional and remote areas where service delivery gaps are identified. Consideration also needs to be given to suitable intervention strategies and responses, including a provider of a last resort mechanism in regional and remote areas.

The regional impact of the NDIS:
Perth:
People with Disability: 18,600 in the year 2015 and 27,400 in the year 2020
Funding: $700 million up to $1.2 billion
Gross Product: $1.1 billion up to $1.9 billion
Jobs (direct & indirect): 8,048 up to 13,709
South West:
People with Disability: 2,400 in the year 2015, up to 3,100 in the year 2020
Funding: $78 million up to $139 million
Gross Product: $103 million up to $185 million
Jobs (direct & indirect): 790 up to 1,413
Peel: 
People with Disability: 1,300 in the year 2015, up to 2,400 in the year 2020
Funding: $41 million up to $104 million
Gross Product: $50 million up to $127 million
Jobs (direct & indirect): 389 up to 985
Wheatbelt:
People with Disability: 700 in the year 2015, up to 1,700 in the year 2020
Funding: $20 million up to $90 million
Gross Product: $23 million up to $108 million
Jobs (direct & indirect): 181 up to 830
Great Southern: 
People with Disability: 800 in the year 2015, up to 1,300 in the year 2020
Funding: $24 million up to $59 million
Gross Product: $31 million up to $77 million
Jobs (direct & indirect): 235 up to 583

Mid West:
People with Disability: 420 in the year 2015, up to 1,100 in the year 2020
Funding: $14 million up to $60 million
Gross Product: $19 million up to $78 million
Jobs (direct & indirect): 142 up to 597
Goldfields-Esperance:
People with Disability: 500 in the year 2015, up to 900 in the year 2020
Funding: $13 million up to $41 million
Gross Product: $16 million up to $52 million
Jobs (direct & indirect): 123 up to 398
Kimberley:
People with Disability: 400 in the year 2015, up to 600 in the year 2020
Funding: $8 million, up to $26 million
Gross Product: $9 million up to $31 million
Jobs (direct & indirect): 72 up to 236
Pilbara:
People with Disability: 360 in the year 2015, up to 440 in the year 2020
Funding: $7 million, up to $21 million
Gross Product: $8 million, up to $24 million
Jobs (direct & indirect): 63, up to 189
Gascoyne:
People with Disability: 60 in the year 2015, up to 160 in the year 2020
Funding: $1.5 million up to $8 million
Gross Product: $1.8 million up to $10 million
Jobs (direct & indirect): 14 up to 76

### The Industry Plan Implementation

The Industry Plan maps out an evidence-based plan of action to ensure the WA disability sector is well-prepared for the full introduction of the NDIS.

The Industry Plan will support the State to achieve its social and economic goals with regards to the NDIS, including the primary objective of supporting the goals of people with disability and their individual plans. It provides strategic direction for a comprehensive whole-of-sector, whole-of-State approach to NDIS implementation. It offers evidence- based, practical solutions that can be implemented in collaboration with organisations, the sector and Government in support of people with disability. The Plan provides a solid pathway for a smooth transition to a statewide NDIS in Western Australia.

Three key themes of continued leadership; building capacity and capability; and expanding the knowledge base underpin seven targeted strategies to create higher quality and more efficient services for people with disability in Western Australia.

Twenty-four priority actions and transition initiatives have been identified to ensure the NDIS in WA is effective and delivers on the promise of a better life for people with disability and their families and carers.

Sector Leadership:
•  Implement the Industry Plan and drive for necessary policy change
•  Promote greater collaboration with and across Government
• Address current and emerging market failures
Building capacity and capability:
•  Sector-wide workforce planning
•  Regional Planning
•  Implementation of new processes, systems and strategies
Expanding knowledge of the customer, the NDIS and the sector:
•  Informing service providers and consumers on the impact of a competitive self-directed funding environment
• Market intelligence – Service gaps and consumer trends

The three key themes recognise the need for comprehensive systemic and strategic planning in order to fortify the long-term social and economic gains of the NDIS. The associated strategies provide a way forward to ensure a smooth transition and effective implementation of the scheme. The strategies are:

1. **Understand the NDIS and the disability services market**

Build the business intelligence of disability sector organisations by improving access to data and information about the NDIS, people with disability and the broader disability services market.

1. **Build the capacity and capability of the workforce**

Develop and implement a state workforce plan for the disability services sector to address capacity and capability requirements.

1. **Improve organisational level strategy and infrastructure**

Develop and improve the organisational level strategy and infrastructure of service providers in the sector.

1. **Support regional and remote service delivery**

Develop regional and remote NDIS plans for each of WA’s nine regional development areas to support local communities that are at risk of market failure under the NDIS.

1. **Monitor, prevent and mitigate market failures**

Develop capacity to ensure that market failure risks are monitored, and that market failures are prevented and mitigated.

1. **Ensure a whole-of-government approach to service delivery**

Develop a holistic, whole-of-government approach to delivering services to people with ability.

1. **Ongoing sector leadership**

Ensure the successful implementation of the NDIS in WA; based on a policy of co-design.

#### Implementation Steps

The complexity of a major social reform like the NDIS necessitates careful planning in order to ensure the transition to the NDIS in WA is successful for people with disability, service providers and Government.

The effectiveness of this Industry Plan in delivering on its stated aim will ultimately be dependent on the sector taking ownership of the Plan and driving the implementation of the strategies and initiatives.

Importantly, the implementation strategy must be appropriately resourced sourced through State Government funding if the Industry Plan is to achieve its ambition of ensuring the sector is adequately prepared for the full implementation of the NDIS in WA.

The starting point in bringing the Industry Plan to life should be a strategic workshop of industry leaders, Government, and representatives of people with disability in order to ensure there is a shared understanding of the Plan, and a facilitated discussion to develop and agree the key elements of the implementation strategy. Key considerations in implementing the Plan are set out below.

### Activating Change

The NDIS should be about providing maximum benefit to people with disability, their families and, building a strong, diverse and sustainable disability services sector.

The Industry Plan recognises the well-documented potential of the NDIS to better meet the needs of people with disability, and that individualised funding provides for greater autonomy and decision-making. It confirms the view that, for many years, WA has been at the forefront of many of the changes underpinning the NDIS, such as individualised funding and the use of local area coordinators. It also confirms that there are service gaps, particularly in less-populated areas.

The NDIS in Western Australia must also interface more effectively with other state controlled service delivery systems and be designed so that decision-making and accountability are maximised for the people it impacts. Individuals’ needs can be complex. Complementary services from other service delivery systems such as housing, child protection, public transport, education, justice and mental health need to be coordinated.

It is in the interests of people with disability and the broader community to build the business intelligence of disability sector organisations by improving access to data and information pertaining to the NDIS and the broader disability services market. This should include good consumer and market information that is readily accessible. People with disability will benefit from a more robust marketplace with more options, better customer information, and a service provision environment built on the strength of customer service and value for money. Facilitation of this kind of sustainable marketplace and integrated approach requires a sound knowledge base and appropriate control of the economic and other levers to create the right conditions.

While the NDIS will significantly increase funding for disability care and support, it will not replace nor include the historical responsibilities of other state-based service delivery systems. A greater level of integration is required across the NDIS and relevant state-based service delivery systems to ensure that there are minimal duplications and gaps in service delivery, and that the provision of social services is cost-effective.

Investment is needed to ensure that the sector can meet the expected increase in consumer demand and respond effectively to its changing nature. Close cooperation, collaboration and partnership between Government and key stakeholders - including people with disability and service providers - is needed to ensure that NDIS transition in WA is successful for people with disability, service providers and Government.

### Industry Plan Key Actions

#### Actions

* **Invest in the WA Disability Services Industry Plan** by supporting the strategies in the Plan to ensure the sector is well prepared for the full implementation of the NDIS in WA.
* **Develop capacity to ensure that market failure risks are monitored**, and that market failures are prevented and mitigated as part of its market stewardship role.
* **Develop regional and remote NDIS plans** **for each of WA’s nine regional development areas** to support local communities that are at risk of market failure under the NDIS. This should include targeted workforce planning at a local level, regional pricing frameworks reflecting the true cost of service provision across the nine regional development areas, such as the additional costs associated with travel and employee compensation, an annual review of the frameworks to ensure that the prices offered are flexible and contemporary, regional start-up support to establish new service providers in regional and remote areas that have service delivery gaps and in place suitable intervention strategies and responses, including a provider of last resort mechanism.
* **Build the business intelligence of disability sector organisations by improving access to data and information** related to the NDIS, people with disability and the broader disability services market. This should include good consumer and market information that is readily accessible.
* **Ensure the successful implementation of the NDIS in WA is based on a policy of co-design**. Key considerations to successfully implement the Plan include:
  + Establish a governing council to oversee and guide the implementation of each strategy and the corresponding initiatives.
  + Shared understanding oversight and guidance supported by outcomes and KPIs with defined actions and accountabilities.
  + Communication of the Industry Plan and the progress of its implementation will ensure buy-in across the sector, with Government, and in particular with people with disability.
  + Establish an annual review process to assess, monitor and report on implementation and measure the effectiveness of strategies.
  + Establish an annual review process where the implementation of the Plan is measured against the established KPIs, and the strategies in the Plan are reviewed to assess their appropriateness.

### The Industry Plan Next Steps

NDS WA has identified detailed priority actions and transition initiatives to implement the strategies of the Industry Plan. These include the development of the following actions and initiatives. It is estimated that initial investment of around $4.6 million will be required to fund critical NDIS transition activity.

#### Understand the NDIS ‘market’ place

* Quarterly report analysis and analysis of goals and strategies in plans
* National Industry Barometer, industry position statements and regular NDIS Bulletin
* Learning and development program to increase capacity for different and effective consumer engagement
* Unpack NDIS in WA policy and procedure - e.g. develop practice guidelines
* Workshop program with people with disability to explore employment possibilities
* Establish the NDIS in WA Coordinating Committee supported by ‘communities of practice’ in each region
* NDIS readiness toolkit to embed culture and business strategy

#### Improve organisational level strategy and infrastructure

* Transition support including NDIS Helpdesk Function and Transition Resource
* Toolkit
* Subsidised access to expert panel for specialised support and advisory services
* e.g. strategic planning, change management, marketing, customer engagement, governance, and business systems and processes
* NDIS Transition Officers to provide tailored support to existing and new service
* providers to prepare for NDIS environment

#### Build workforce capacity and capability

* Workforce Intelligence using NDS Workforce Wizard data tool
* Workforce Profiles for each region including population, labour force and supply data
* Strengthen workforce planning and utilisation, particularly in small and regional organisations
* Workforce Strategy Bank and customised Workforce Strategy Training for employers and accredited training including subsidies for industry or individual training
* Develop ‘community of practice’ for training, training partnerships and alignment to VET training
* Non-accredited training to support workers and frontline and non-executive management
* Prepare service providers for the transition to the new Quality and Safeguarding Framework (including working with the sector and service providers to design the new ICT system which will be required to support the Framework and the design of the Code of Conduct
* Continued funding for NDS’s Zero Tolerance initiative which has been effective in creating learning resources, awareness and advice for providers to improve practices which safeguard the rights of people they support
* Literacy and numeracy training where required and build learning culture
* Partnerships that create Aboriginal Employment pathways
* Regional NDIS Workforce Forums to provide local workforce information and gather local intelligence and priorities from diverse stakeholders
* Local NDIS Workforce Action Plans – partnership with NDS WA and Department of Regional Development
* Regional Workforce Coordinators to drive local provider network; high level stakeholder engagement and partnering activities
* Work in partnership to amend industrial awards to allow more flexible work arrangements for person-centred services
* Workforce promotion with schools, VET and Job Active, State Training Board provides to substantially increase number of skilled people available and willing to work in the sector in a range of roles
* Annual review against key workforce indicators and development of sector graduate skills and knowledge benchmarking tool
* A marketing strategy with key partners to promote career and professional development opportunities including allied health
* Development of an online Disability Work Passport as a depository and evidence of worker clearances, skills and conduct

#### Support regional and remote service delivery

* Develop integrated services response, community owned partnerships with Aboriginal and other community groups, mainstream providers, local government and specialists
* Develop regional and remote NDIS plans for each of WA’s nine regional development areas. This should include: targeted workforce planning at a local level, regional pricing models reflecting the true cost of service provision across the nine regional development areas (such as the additional costs associated with travel and employee compensation), regional start-up support to establish new service providers in regional and remote areas that have service delivery gaps and put in place suitable intervention strategies and responses, including a provider of last resort mechanism
* Rural innovation workforce fund for small grants to trial remote service arrangements that could be extended to other regions
* Engage people with disability in remote and regional areas to understand, plan for and respond to consumer demand including culturally appropriate services
* Annual review of regional pricing frameworks to ensure pricing is flexible and contemporary

#### Monitor, prevent and mitigate market failures

* Support establishment of a market steward role to monitor marketplace, identify risks and facilitate/ implement interventions when required
* Develop market analysis tool and intervention framework to assess market health including unmet demand, excessive delivery, provider sustainability, quality and compliance issues
* Identify and monitor risks such as unmet demand, excessive delivery, quality, sustainability or compliance issues
* Annual regional pricing review
* Develop market warning indicators and appropriate intervention strategies including which stakeholder is responsible for implementation

#### Whole of Government service delivery and ongoing sector leadership

* Ongoing engagement and dialogue between the WA Government, the relevant NDIS authority, service providers, NDS and people with disability throughout the transition to the NDIS
* Establish State NDIS Coordinating Committee involving all agencies delivering human services including mainstream to ensure effective coordination and collaboration
* Address service gaps so people with disability do not miss out on services they are entitled to use and access to services and supports is as simple and streamlined as possible
* Integrate ICT systems across all state-based social service delivery departments and agencies and adopt single, consistent view of each person who accesses services and supports across Government
* Establish Coordinating Committee expert technical and user advisory panel for co-design and user testing

### 1.2 Deliver Better Outcomes from the National Disability Strategy

Customer-focused and outcomes-based service design and delivery are critical to the delivery of the broad outcomes of the National Disability Strategy. They form part of the principles that underpin the NDIS and remain compelling. Both the strategy and the scheme require action by the State Government and innovative thinking to deliver better service outcomes for people with disability in our State. This is also important to the work of the McGowan’s Government’s Service Priority Review and machinery of Government changes on how to best deliver human services to Western Australians in the context of the significant fiscal challenges faced by the State.

The ambitions of the National Disability Strategy complement those of the NDIS. Inclusive transport, technology, justice, housing, health and education systems are imperative for a viable NDIS that has capacity to increase the social and economic participation of people with disability. Implementation of the Strategy will also reduce the cost of crisis services in the hospital, justice and income-support sectors.

With NDIS roll out underway in WA, NDS WA believes it is critical now that the State Government focuses on investing in mainstream services that deliver better outcomes for people with disability in WA across the six policy areas of the National Disability Strategy.

NDS WA notes the Productivity Commission Study Report (released October 2017) that highlights that the interface between the NDIS and other disability and mainstream services is critical for participant outcomes and the financial sustainability of the scheme. Some disability supports are not being provided because of unclear boundaries about the responsibilities of the different levels of government. Governments must set clearer boundaries at the operational level around ‘who supplies what’ to people with disability, and only withdraw services when continuity of service is assured.

NDIS funding arrangements should better reflect the insurance principles of the scheme. Governments need to allow flexibility around the NDIA’s operational budget and commit to establishing a pool of reserves (Productivity Commission, Study Report, NDIS Costs, October 2017).

The reinvigorated commitment by the State Government through the Council of Australian Governments (COAG) Disability Reform Council is particularly welcomed (See Department of Social Services, 2016, ‘National Disability Strategy Second Implementation Plan’, DSS, Canberra). There must now by a solid implementation plan to ensure mainstream support and services are accessible for all people. This Plan, that should be part of the proposed State Disability Strategy, will need to focus on delivering integrated person-centered services across the whole of Government spectrum, including the role of local government.

The Service Priority Review also provides a timely opportunity to embed stronger accountability mechanisms to measure progress in each outcome area of the National Disability Strategy. The Review supports the development of whole of Government targets approach to shift the focus of the public sector to community outcomes. The development of National Disability Strategy KPIs and delivery principles aligns well with this approach (Government of Western Australia, Services Priority Review, Interim Report to the Western Australian Government, August 2017).

NDS recommends a common reporting framework be established to enable the tracking of key performance indicators (both quantitative and qualitative) over time. It should be integrated with existing annual reporting frameworks. This report should also be tabled in Federal Parliament annually, reported by jurisdiction.

#### Action

**Implement an outcomes-based accountability framework**

NDS WA has strongly advocated that the National Disability Strategy requires a clear performance and accountability framework to ensure all sectors understand and do their part. Better implementation of the Strategy requires agreement to a common and robust reporting framework to progress and highlight outstanding initiatives.

The 2010–20 National Disability Strategy Second Implementation Plan (Department of Social Services, 2016, ‘National Disability Strategy Second Implementation Plan’, DSS, Canberra) and Senate Community Affairs References Committee: National Disability Strategy 2010–2020 Inquiry are positive and provide the impetus to re-think how Governments report on progress across a range of sectors: from public transport to housing design; from education to employment; from justice to health. However, real progress requires clearly delegated responsibilities and measures of progress, dedicated funding and monitoring.

A common national reporting framework should be established to enable the tracking of key performance indicators (both quantitative and qualitative) over time. This report should be tabled in the national Parliament annually, reported by jurisdiction, as well as State Parliament. A rigorous mechanism providing real evidence of improvement should enable cross jurisdictional comparisons of progress and highlight outstanding initiatives. The establishment of this framework closely aligns with the reform directions of the WA Services Priority Review.

Examples of possible indicators

* participation of people with disability in public sector employment
* proportion of public transport that is accessible
* setting and monitoring of targets for the implementation of the Disability Education Standards
* proportion of new housing built to various levels of accessibility
* proportion of people with disability satisfied with their hospital stay compared with the general population
* proportion of people with severe or profound disability reporting poor or fair health outcomes compared with the general population
* proportion of the prison population with intellectual disability and with cognitive impairment

**Principles to deliver the National Disability Strategy**

To maximise outcomes in the six policy areas of the Strategy, and more broadly to forge strong connections across different areas of community service delivery, a new approach needs to be considered that ensures funding reaches those in need and that good policy is put into practice. This aligns well with the machinery of Government changes occurring in WA that provide opportunities to remove any antiquated-policy approaches that are preclude cooperation or integrated solutions across human services and prevent sub optimal outcomes for individuals and communities.

**Action**

**Develop core principles to deliver high quality effective individualised disability services**

* Adopt core principles to support mainstream service delivery and support individualised/ person-centered supports and service delivery
* Embed these principles to into the State Government’s policy development and approval processes in delivering the National Disability Strategy
* Develop a holistic, whole-of-government approach to delivering services to people with disability

**Core Principles**

* There must be mandatory co-design and engagement with key stakeholders including people with disability and service providers including:
* Co-design with communities to understand what services are needed where, raise awareness and secure commitment at a local level
* Creation of opportunities for communities to collaborate on similar issues to effect a local focus, secure buy in and ensure engagement
* Ensuring any legislative review process gives strong consideration to mandating minimum requirements for stakeholder engagement and involvement with service co-design
* The high level Supporting Communities Forum (and Cabinet Sub Committee to which it reports) established by the McGowan Government should be used to assist with the prioritisations of human service delivery and to identify opportunities for the delivery of integrated services across sectors. Key tasks of focus should include to:
* Identify service integration opportunities with other services across other sectors and in particular for people with high and complex needs
* Ensure targeted investment in innovative service design and delivery
* Promoting collaboration and partnership in all aspects of service design and delivery (public and not-for-profit sectors, and including public/private partnerships)
* Investment in pilot trial programs in critical areas demonstrating service integration models
* Implementing the development of regional hub service delivery approaches across human services portfolios including health, disability, education, training and justice
* Early intervention focus, as a component to all programs
* Investment in service innovation across key portfolios in human service delivery e.g. social bonds approach with housing e.g. innovation fund

**National Disability Strategy Policy Priorities**

The State Government’s must continue to ensure full access and inclusion for people with disability in economic, cultural, social, civil and political life through increased participation effort to deliver on the outcomes of the National Disability Strategy.

This will require a dedicated State minister responsible for disability in WA, a state agency with a mandate for economic/social inclusion and opportunities arising from pending legislative review of Disability Services Act 1993 (WA).

In the next section, the 2018-19 PBS articulates strategies to deliver better outcomes in each of the following National Disability Strategy policy areas:

* Fully accessible education
* Creating job opportunities
* Improve Vocational Education and Training (VET) opportunities
* Safe and secure places to live
* Accessible and inclusive communities (including meeting the needs of regional communities)
* Equal access to rights, protection and justice (including the delivery of high quality safeguards and support)
* Better health and wellbeing outcomes

NDS WA highlights that there should be a focus on the delivery of core services to make this happen as well as careful consideration of how these services can be best delivered to West Australian with disability, particularly around the integration of services across responsible Government agencies and in regional and remote communities.

### Fully accessible education by 2020

**Develop a better school funding mechanism and measures to accelerate compliance with the Disability Standards for Education by 2020**

**State Government Agencies**

Education; Training and Workforce Development; and Communities, Disability Services

**Why**

In WA, 30.9% of people with disability (aged 15-64) completed year 12 compared to

58.3% of people without disability (ABS Disability, Ageing and Carers, Australia: Western Australia, 2015, Table 7.3)

People with disability generally had lower levels of educational attainment. Access to education, as well as the level of education attained, can affect participation in other key life areas, including employment and the ability to achieve financial independence.

Many students have difficulties at school because of their disability. In 2015, around 2 in 3 students with disability (64%), and 3 in 4 students with severe or profound limitation (76%), had difficulties at school because of their condition (Australia) (Australian Government, AIHW, Disability in Australia: changes over time in inclusion and participation in education, 2015).

**Priorities**

NDS WA recommends the following measures be implemented to accelerate compliance with the Disability Standards for Education by 2020:

* **Make adherence with the Standards a mandatory part of school registration.**

An implementation plan to meet the aspirational education targets highlighted in the National Disability Strategy is a priority. This should include auditing the extent to which the Disability Standards for Education 2005 have been implemented in WA, an action plan to address implementation gaps and that all schools report on their compliance with the Standards.

* **Ensure the improved funding arrangements for children with disability resulting from the Australian Education Amendment Bill 2017 delivers adequate levels of funding.** The State Government must ensure that their negotiations with the Commonwealth ensure adequate funding for children with disability in Western Australian schools. Their efficacy will depend on the quantum of funds available over coming years, which needs to increase from current levels. The new funding method must be transparent and schools be required to consult and work in partnership with families to determine how best to use additional resources to improve outcomes for students with disability in that school community.
* **Ensure the urgent work on improving the quality of data produced from the Nationally Consistent Collection of Data on School Students with Disability (NCCD) continues.** The new recurrent funding arrangements replaces the current single formula that determines the loading for students with disability which does not reflect the differing levels of adjustment required for students with a disability. The NCCD will play a critical role in determining the disability loading in the new funding model. The changes to calculation of the ‘student with disability’ loading will distinguish between supplementary, substantial and extensive levels of adjustment and help schools make decisions based on the needs of individual students. Schools should work in partnership with families to determine and prioritise the optimal adjustments. NDS WA highlights that over time, the quality of the NCCD should be improved improve, so that funding can be accurately directed to students based on need.
* **Provide non-individualised funding to schools that is dependent on progress made towards disability action plans.** Linking organisational funding to accessible and inclusive education will encourage schools to actively remove barriers and change attitudes and behaviours to ensure children with disability are welcome and supported in schools.
* **Educate school communities about disability inclusion and benchmark inclusive education.** The emphasis in schools should be on inclusive practices and accessible classrooms and facilities with progress on disability action plans published on the ‘my school’ website. The WA disability sector has extensive expertise and experience working with children with disability and the sector’s learnings will provide valuable insights to improve policy and practice outcomes. Stronger partnerships must be developed between the Departments of Education and Communities and with the disability sector to better support children with disability to achieve educational outcomes and meet curriculum requirements. This partnership will be particularly valuable as the NDIS is rolled out across WA.
* **Ensure the provision of education materials in alternative formats and that all students with disability have access to these.** Alternate formats can support children with disability as well as some students with culturally and linguistically diverse backgrounds or Aboriginal students.
* **Strengthen training for all teachers.** NDS WA commends the State Government’s $48.3M investment for an extra 300 education assistants to be spent 2017-18 to 2020-21 and an additional $31.7M for improving teacher quality. These initiatives should assist to strengthen training for all teachers on the skills required to teach and include children with disability, and promote related professional development. Teachers need continuing support to develop the skills required to teach and include children with disability, as part of ongoing professional development. Disability awareness training must be mandatory for all pre-service and practicing teachers.
* **Ensure specialist advice is available,** such as how to modify the curriculum for a particular child, promote positive behaviour for children with disability and reduce the use of restrictive interventions establish joint planning between schools, families and the DSC.
* **Review the adequacy of the existing pathway with the Department of Education for complaints.** This should include exploring the need to establish a specific complaints mechanism for parents with children and young people with disability in the education system that is reported to Parliament.

### Improve Vocational Education and Training opportunities for people with disability

**State Government Agencies**

Education; Training; and Communities, Disability Services

**Why**

WA has a lower VET participation rate for people with disability at 6.5%, compared to the national average of 9.5% (National Centre for Vocational Education Research (NVCR), Table 5 Government-funded student characteristics by state or territory, January-March 2017).

**Priorities**

**People with vocational education and training are more likely to be employed than those with no qualifications. People with disability are under-represented in the labour force and experience higher rates of unemployment.**

The vocational education and training (VET) system plays an important role in helping people with disability into employment. Improved support for people with disability to participate and complete VET may increase individual opportunities to secure and maintain employment.

The Australian National Training Authority estimated the recurring annual cost of not adequately addressing the vocational training needs of people with disability is $18.8 billion (As cited in the Council of Australian Governments. National Disability Strategy 2010- 2020, Commonwealth of Australia, 2011). Failure to address this issue is keeping productive people out of the workforce and reducing the potential increases to key national and state economic indicators which would be significant.

Compared to other jurisdictions, WA has one of the lowest proportion of people with disability undertaking VET qualifications (2017) (ABS Disability, Ageing and Carers, Australia: Western Australia, 2015, Table 7.3). This is disheartening considering there is research showing that the number of people with disability engaging in postsecondary education is growing both in Australia and internationally.

Training and employment strategies that specifically target people with disability are critical to increasing their employment opportunities. Course completion rates also tend to be lower for people with disability than for other students and action is required to identify and remove barriers to completion.

As the State transitions to the NDIS it is even more critical there is significant investment in developing training and employment pathways for people with disability. More than ever it is imperative that there is high awareness of the obligations under the National Disability Strategy and the important role of the interface with mainstream agencies alongside the transition of NDIS.

**Improving VET traineeship pathways for people with disability through the WA Employment Ticket to Work program.**

NDS WA highlights that the State Training Board should focus on lifting the workforce participation of people with disability and ensuring that take up of apprenticeships and traineeships is supportive of building a strong capable workforce to assist the full roll out of the NDIS.

A 2017 State Training Board Submission to the Education and Health Standing Committee Inquiry into Vocational Education and Training in Schools indicated there needs to be a better match between the skilled and priority occupations demanded by employers in Western Australia with VET delivery, issues around training products and training delivery and current barriers around job creation that could be overcome to improve workforce participation rates in Western Australia.

A particular concern is that VETiS course completions in some of the State’s largest employing industries such as ‘Construction’ and ‘Healthcare and Social Assistance’ were 2.9% and 4.9% respectively despite the availability of industry supported Certificate II and III level courses available for vocational education and training in schools (VETiS) delivery that provide pathways to employment in these industries. In contrast, in 2016, nearly a third of all course completions were in ‘Arts and Recreation Services’, which is seeing a year-on-year increase despite the limited number of jobs in this industry in the State.

This mismatch must be rebalanced. NDS WA agrees with the State Training Board conclusions that:

* Employment should be the primary overarching objective whether students are pursuing a training pathway or an academic pathway through to higher education.
* There are opportunities to strengthen and formalise three-way collaborative networks between the education sector, training sector and industry so quality and other issues around offering work placements for school students, improving teachers’ industry and vocational currency, providing career information and ensuring better alignment of VET qualifications to skilled and priority occupations can be addressed with industry input and assistance.
* VETiS Programs need to better align to pathways into skilled and priority occupations.
* Qualifications being offered as part of the VETiS Program do not map to the industry and community needs of a particular region, resulting in pronounced skills shortages that affects economic productivity.
* There are also limited work placement opportunities in industry and community settings in regional areas, including limited industry involvement in programs delivering VETiS, and significant difficulties in sourcing work placement opportunities.
* Quality issues with VETiS delivery partly revolving around the limited or no quality work placements as part of the training and the lack of a partnership approach – schools not forming collaborative networks with industry, training providers and employers to source work placements. Schools not working with other schools to share course offerings, and combine teaching and learning resources.
* Schools and other stakeholders in the VETiS sector make individual approaches to industry for excursions, presentations, school career fairs, work placements, work experience and school-based traineeships. This has the potential to, and is, confusing and exhausting industry stakeholders. There is currently no centralised body or team that can approach industry on behalf of all schools, or regional clusters of schools, or who can develop state or region-wide programs that industry can opt-in to.

The conclusions drawn by the State Training Board have important relevance to the disability workforce which must grow to meet the needs of the full roll out of the NDIS. The

$1.7B investment in the NDIS to 2020 must be supported by accompanying investment in a comprehensive well-coordinated workforce plan to minimise skills shortages. This will require people to be able to access and obtain the ‘right skills’ at the ‘right time’. Training programs need to be relevant and linked to employment opportunities, particularly where there are skill shortages that would have historically relied on migration pathways.

The Industry Plan shows that Western Australia needs a contemporary, adaptable and high- performing disability workforce to implement the NDIS effectively. It should inform the work of the State Training Board and we urge the State Government to put in place a clear, solid framework for a coordinated and comprehensive approach to NDIS transition in WA and in particular to deliver the best outcomes for people with disability.

The Industry Plan can also be used as pivotal vehicle to reshape the VET system to deliver the skills needed for vital growth industries such as the disability sector. This important piece of research can assist in the State Training Board’s deliberations on what can be done to increase the take up of apprenticeships and traineeships in Western Australia and in particular the types of services offered at local TAFE. The VET system can help deliver the skills needed for full implementation of the NDIS across our State.

Funding for the WA Employment Ticket to Work program will assist to improving VET traineeship pathways for people with disability by creating an integrated approach that considers skills, work interests and after school jobs. These projects are discussed in more detail in the next section (Creating Job Opportunities).

The foundation of this program is based on collaborative partnership approaches between schools, students, RTO’s and employers. It can be used as a vehicle to increase student awareness and encourage take up so that apprenticeships or school-based apprenticeships and traineeships have more direct engagement with industries and employers, allowing young people to pursue the career they want. Importantly it will assist to deliver VET as a stronger pathway to employment by better linking VETiS programs and priority occupations and skills needed by the labour market rather than delivery in generalist industry areas.

**Funding for Training and Employment Research Projects.** As the State transitions to NDIS it is even more critical there is significant investment in developing training and employment pathways for people with disability.

Training and employment strategies that specifically target people with disability are critical to increasing their employment opportunities. Course completion rates also tend to be lower for people with disability than for other students and action is required to identify and remove barriers to completion.

NDS WA recommends the State Government fund two research projects to better understand the issues around low VET participation rates of people with disability and how to improve these outcomes.

* A research scoping study exploring the reasons for low rates of VET participation by people with disability. The research would examine the structural and personal barriers. Additionally, this study would also identify barriers to completing VET courses and include development of targeted strategies to increase participation of people with disability; and
* A pilot action research project that develops and trials strategies aimed at developing a VET centre of excellence for people with disability. Central TAFE has indicated its support for such a project pending adequate resourcing.

These projects should inform the work of the State Training Board, the steering committee established by the State Training Board to inquire on the training and workforce development needs of the West Australian aged care, disability, allied health and community service sectors, the McGowan Government’s Plan for Jobs agenda and the State Training Plan. NDS WA also highlights the potential to link the WA Employment Ticket to Work program to the VET traineeship pathways.

### Creating job opportunities

**Improving employment outcomes for people with disability is one of four areas of increased national effort of the second implementation plan for the National Disability Strategy.**

**State Government Agencies**

Premier and Cabinet; Public Sector Commission; Communities, Disability Services; Jobs, Tourism, Science and Innovation; Training and Workforce; Finance and Department of Planning

**Why**

**People with disability continue to be underrepresented in WA’s workforce, and have significantly higher unemployment and lower participation rates.**

* Unemployment rate 11.4% **compared to 4.9%** (ABS Disability, Ageing and Carers, Australia: Western Australia, 2015, Table 9.1 13)
* Participation rate **57.8% compared to 83.6%** (ibid)
* State Public Sector **1.9% of workforce in 2017** (Government of Western Australia, Director of Equal Opportunity in Public Employment - Annual report 2017.)
* Australia ranks 21st out of 29 OECD nations when it comes to employment rates for
* people with a disability (Refer to http://www.aph.gov.au/About\_Parliament/Parliamentary\_Departments/ Parliamentary\_Library/FlagPost/2011/December/Disability\_employment\_in\_Australia\_ and\_the\_OECD)
* 35% of disability discrimination complaints in 2015-16 related to employment (Australia wide). This high level of complaint has been sustained and ongoing over the last two decades (Australian Human Rights Commission (AHRC). Refer to https://www.humanrights.gov. au/our-work/commission-general/publications/annual-reports-index)
* More than 1 in 4 working-age people with disability in 2015, experiencing discrimination reported their employer as the source (27%), and around 1 in 6 reported work colleagues as the source (18%), Australia wide (Australian Government, AIHW, Disability in Australia: changes over time in inclusion and participation in employment

**Priorities**

The expected workforce demand under the NDIS provides extra impetus to increase the employment participation of people with disability and carers. This is fundamental to its financial sustainability. In its report on ‘Disability Care and Support’, the Productivity Commission anticipated that the then-proposed NDIS would generate profound economic benefits and that a key source of these benefits would be “increased economic participation for people with disabilities (against a background of Australia’s low performance in this area compared with most other developed countries) and their informal carers” (Productivity Commission, ‘‘Disability Care and Support’, August 2011)

The desire to give people with disability the opportunity to move from welfare to employment through the NDIS must be supported by major policy changes and appropriate investment to bring about this positive social change.

As mentioned elsewhere, the Industry Plan forecasts the creation of approximately 10,000 new jobs in Western Australia. This growth provides opportunities to increase the economic participation of people with disability.

Critical areas that need to be addressed include:

* **Lifting the low and static workforce participation and employment rates of people with disability as a priority to deliver a key part of the National Disability Strategy**. Governments have an important role in increasing the employment of people with disability. The State Public Sector should lead this drive in collaboration with the work of the State Training Board and the Public Sector Commission. For example, they can directly assist by lifting the employment rate of people with disability in the public service.

The employment rate of people with disability in the WA State Public Sector is a low 1.9% (2017), having fallen in each successive year since 2013 (at 2.6%) and below the equivalent rate for the Australian Public Service at 3.6% (Government of Western Australia, Director of Equal Opportunity in Public Employment - Annual report 2017 and Australian Government, APSC State of the Sector Report 2016-17). This is in contrast with large corporate businesses such as the Westpac Group that report 12.1% of their employees having a disability above the estimated 9.9% participation rate of people with disability in the Australian workforce (Westpac Group, Prosper and Grow, Accessibility Action Plan, 2013).

While the State Government’s “See my abilities: An employment strategy for people with disability’ provides a cohesive set of actions that will help public authorities realise good practices around attracting, recruiting, retaining and developing people with disability, it is concerning that the rate of disability employment in the WA public sector continues to decline, despite the fact that a key performance objective adopted under the strategy is to meet or exceed the goal of 2.3%.

The State Government must set mandatory targets for the employment of people with disability across a variety of roles in the WA State Public Sector and consider centrally funded traineeships for public sector placements. The Public Service Commissioner should encourage all government agencies to demonstrate yearly increases in their rate of employment of people with disability which are reported and tabled in Parliament. In addition, the ‘See my abilities’ strategy must be adequately funded and implemented as a priority.

A complimentary public sector traineeship program for people with disability linked to training targets set by the State Training Board would also assist to addressing the low employment rate of people with disability in the public service.

* **Ensuring that NDIS plans are adequately funded for employment supports.**

To date, the proportion with employment supports although increasing is still disturbingly low.

* **The State Government invest in specific initiatives to boost employment of people with disability.** One of the best predictors of employment post school is a casual or part-time job while still at school. NDS WA advocates for further investment in a number of successful initiatives that can assist to build better employment outcomes for people with disability.
* **WA Employment Pilot: Ticket to Work**. This evidence-based project is underpinned by the NDS Ticket to Work, predicated on the notion of collaborative and locally-based multi-sectorial partnerships to improve outcomes for young people rather than working programmatically or discretely.

The initiative takes a partnership approach to improving the employment and education outcomes of young people with disability. Its strategy is to support organisations in local regions across Australia to build a ‘Local Ticket to Work Network’ so that they can provide students in their community with career development, workplace preparation, work experience and Australian School-based Apprenticeships and Traineeships.

This pilot is founded on the belief that all people who wish to work can, if they are given the appropriate support. It provides work experience or part-time employment of young people with disability while still at school. It brings together families, educators, employment services and employers to work to support individual young people.

The 2016 outcomes study by independent consultants, ARTD, found that Ticket to Work is creating positive longer term social and economic outcomes for young people with disability (See Ticket to Work Pilot Outcomes Study 2016 at [http://www.tickettowork.org.au/wp- content/uploads/2016/10/Ticket-to-work-pilot-outcomes-study-2016.pdf](http://www.tickettowork.org.au/wp-%20content/uploads/2016/10/Ticket-to-work-pilot-outcomes-study-2016.pdf))

Compared to other young people with similar disability Ticket to Work participants were:

* Almost 50% more likely to complete Year 12;
* Four times more likely to be in employment;
* Experiencing higher levels of social participation, quality of life and wellbeing;
* 86 % of Ticket to Work participants were in work 2 to 3 years after they left school;
* 100% of Ticket to Work participants had gained further education qualifications; and
* 90% of Ticket to Work apprentices and trainees complete their apprenticeship or traineeship. This is significantly higher than general traineeship completion rates.

NDS’s Ticket to Work program has assisted more than 700 young people into the workforce, with 86% of participants employed for between one and three years’ post- school. Critical to its success is bringing together multiple stakeholders-from families and educators to employment services and employers-to work in concert.

There are opportunities to utilise the WA Ticket to Work to facilitate the increased take up of apprenticeships and traineeships across Western Australia while at the same time increase the employment participation of people with disability in our State.

NDS recommends that Ticket to Work coordinators be extended across Western Australia to boost the employment outcomes of young people with disability.

This collaboration would support job readiness service providers from the region to engage with employers, and provide a structure and support for service providers to utilise in the provision of job readiness support to individuals in the region. It would also develop connections between all transition partners, including schools, service providers, disability employment services and employers, which are reflective of the approach outlined in the Transition to Employment Framework.

* **Customised Employment Programs**. WA has developed and used the Ticket to Work networks to operate alongside of existing Customised Employment and Discovery Processes approaches which gain a comprehensive understanding of the student in all of their environments to discover which types of employment options and conditions work best for them.

This initiative is WA’s signature Employment strategy for people with disability. An important component of this strategy is for people with disability to act as mentors in employment.

NDS in WA delivered training on the Customised Employment approach in 2016 to key stakeholders to establish a common framework and the knowledge, skills and resources for everyone to work together. This involved disability organisations, NDIS Planners and Local Co-ordinators, Department of Education staff, school staff and parents.

The School-To-Work Project gives students in Years 10 and above access to 150 hours (approx. $8,300) of support focused on achieving open employment. Support was available to about 300 NDIS participants in the NDIA Perth Hills area and another 200 students when the trial site expanded from 1 January 2016.

* **Employment First Approach**. This employment strategy adopts an employment first approach in the planning process, whereby employment is the first and preferred option when exploring goals and a life path for citizens with disability and young people with disability have work experiences that are typical of other teenagers and young adults.

Data from Employment First Transition programs indicate a high of 73% of students being in employment six months out of school. Figures fell during the Global Financial Crisis but again rose to 65% in 2013. The Australian average rate is around 50%. Most people with an intellectual disability, who are currently employed, had their first job before turning 21. From 14 years of age, part-time jobs after school, even just one hour a week, can have a life changing influence.

The NDIS in WA provides a significant opportunity for participants to increase expectation, skills and confidence for work. NDS WA is particularly supportive of NDIS planning policy and processes embedding an Employment First approach in which work related goals are an option for all NDIS participants in WA commencing at 14 years old.

* **BuyAbility**. This program promotes supported employment and the purchasing by Government of goods and services from Supported Employment Enterprises. This very successful procurement program should be supported and extended by the State Government.

### Safe and secure places to live

**Improving access to suitable, stable and affordable housing.**

**State Government Agencies**

Communities, Disability Services; Housing; Treasury; and Premier and Cabinet

**Why**

**People with disability need housing that is safe, secure, affordable, accessible and appropriate for their needs but face many barriers including:**

* Proportionally people with disability spend more of their income on housing with many suffering housing affordability stress. People with disability are generally twice as likely to be in the bottom 20% of gross household incomes, where 60% of income is spent on predominantly rental housing (NDS WA and Curtin University’s Not-for-profit-Initiative. The Home Ownership and Affordability for People Living with Disability in Western Australia Report. July 2014)
* The serious shortage of affordable, accessible, well-located housing, particularly in regional WA
* Lack of housing options to meet the different and diverse needs and preferences of people with disability
* Cost and difficulty of retro-fitting housing to include accessible and universal design features
* The reluctance of private landlords to modify rental properties to meet the needs of tenants with disability
* Lower incomes of people with disability and cost of housing
* Lack of coordination between housing and other support services, especially for people with complex needs with disability and /or criminal justice history
* Lack of adequate advocacy and support to assist in resolving housing issues including eviction threats

**Priorities**

At full scheme, the NDIS will provide Specialist Disability Accommodation (SDA) funding payments to owners or renters with very significant disability support needs. Nationwide the NDIS will provide a housing stimulus (about $700 million annually) to assist about 6% of the estimated 475,000 people who will become NDIS participants. While welcome, the funding available and the constraints mean the SDA falls well short of what is needed. It is estimated that by 2020, more than 100,000 participants of the NDIS could be without access to well-located, accessible and affordable housing. In addition, there is huge demand for similar housing from people with disability who are not eligible for the NDIS.

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SDA may provide funding for special designs, location or features that make the housing option feasible and provide for more independent living. The use of SDA for people with disability in public housing settings are unclear.

A collective response is required from government, private sector, institutional investors and non-profit organisations to work together in new and collaborative ways toward providing more effective housing solutions.

Priority areas that need to be addressed include:

* **The State Government develop a whole-of-government housing policy** with a strategic growth plan for people with disability in WA, in partnership with disability sector organisations, community housing providers, people with disability and the private housing sector. Importantly, this must incorporate an accessible communication strategy and specific publications about available housing options and products and potential opportunities to support increased home ownership and security of tenure for people with disability.
* **Pursue more aggressive compliance with the whole of government housing policy for people with disability**. This should be aligned with the State Government’s METRONET plan, the long term blueprint to connect our suburbs, reduce road congestion and meet Perth’s future planning needs. It is critical that housing hubs that are developed be accessible and universal in their design.

This should include mandating that new housing developments will require a set proportion of housing to be allocated for people with disability on low incomes, such as the proposed developments that eventuate through the State Government’s Metro Hub projects.

NDS WA maintains a commitment to accessible and adaptable design housing and design and to delivering the National Disability Strategy commitment that, “All new housing will meet universal design standards by 2020.” We remain a supporter of the Australian Network for Universal Housing Design (ANUHD) and its work in ensuring provision for accessible housing in the National Construction Code (NCC).

We welcome recent progress on a national standard of accessible housing such as at the Building Minister’s Forum that recently endorsed the Australian Building Codes Board’s (ABCB) Business Plan for 2017-18 which includes provisions for accessible housing and design. While this project is subject to COAG agreement, it represents a key step to ensuring that accessible housing is embedded in the NCC.

* **Facilitating new disability housing development** through direct funding, the provision of government-owned land, and use of planning schemes to require developers to ensure a proportion of new housing is available for people with a disability.
* **Facilitating collaboration** **between housing stakeholders** including all levels of government, developers, planners, housing providers, disability providers, families and banks.
* **Address housing affordability cost issues on a number of fronts** including better targeting of the First Home Owners Grant for people with disability and rebating or removing the requirement to pay any duty, noting the generally lower income levels and additional costs for people with disability in owning or renting a home.
* **Review the Disability Home Loan provided by the State Government**. This finance product provides assistance to people with disability or who care for a person with disability into home ownership including for first home buyers and subsequent home buyers. It is important that this product is accessible for people with disability and that there is a reassessment of existing qualifying arrangements recognising low disability income levels.
* **Exploring opportunities to apply Social Impact Investing**. There is a critical need to stimulate the development of accessible, affordable and well-located housing for people. The solution requires the government, private sector, institutional investors and non-profit organisations to work together in new and collaborative ways. Critical to achieving this is to better connect capital to the social and affordable housing sector.

Equity investment programs such as Social Impact Bonds should be considered as mechanism to stimulate investment in good housing for people with disability. The urgent need for such housing should make it a priority for consideration by Treasury (Compared with overseas jurisdictions such as the United Kingdom and United States, the scale and sophistication of social and affordable housing finance in Australia is limited. Australia’s largest non-profit community housing providers typically own or manage around 2,000-3,000 dwellings. In contrast, non-profit housing associations in the UK have secured £62 billion in loans against two million dwellings transferred from the public sector. In Australia, housing associations are hampered by the fact that institutional investors generally seek large-scale (greater than $100 million) transactions with organisations with a recognised credit rating).

* **Expanding the WA Assisted Rental Pathways Pilot** which provides a rental subsidy and gives individualised assistance to build the capacity of the renter so they can become self-sufficient in the private rental market.
* **Utilising the Key Start Country Housing Loan.** The Council of Regional Disability Services (CORDS) has identified that the higher cost of delivering services is influenced by factors such as higher housing and other costs of living, and workforce competition from the resources sector. Disability service providers have significant difficulty in attracting and retaining suitably trained staff due to higher housing costs and limited housing stock available in regional areas. High staff turnover and limited staff availability impacts on continuity and consistency of care provided to people with disability as well as increasing regional organisations’ recruitment and induction costs.

The State Government should give consideration to assisting regional disability organisations by subsidising the cost of housing for employees as an avenue to support organisations in capacity building in regional areas.

The Key Start Country Housing Loan gives people and businesses in remote areas access to affordable housing finance and could be used as a vehicle to enable disability service providers to finance the purchase of new property, renovate existing homes or build a new home on an existing property to house employees throughout regional, rural and remote WA.

As the NDIS rolls out across regional WA, it is important that these thin markets continue to be serviced by sustainable service providers offering quality services and well trained staff.

### Accessible and inclusive communities

**Improving access to community infrastructure and adequate transport options**

**State Government Agencies**

Planning, Lands and Heritage; Transport: Communities, Disability Services; Premier and Cabinet; Local Government; Sport and Cultural Industries; WA Electoral Commission; All State Government agencies and Government Enterprises. (There is a requirement for all to have DAIPS).

**Why**

**The ability to move easily around the community is essential for the economic and social participation of people with disability. Despite progress, much more needs to be done in three areas.**

* Improve access to community infrastructure. In 2015, of people aged 15–64 with disability living in the community:
* around 1 in 3 did not go out as often as they would have liked, almost unchanged from 2003
* more than 1 in 4 found it difficult to access buildings or facilities in the community
* around 2 in 5 avoided community situations in the because of their disability (Australian Government, AIHW, Disability in Australia: changes over time in inclusion and participation in community living)
* Address the transport disadvantage for people with disability. This is a critical issue – almost one third of people with disability in WA have difficulty in using public transport, 28.9% or 85,500 (2015) (ABS. Disability, Ageing and Carers, Australia: Western Australia, 2015, Table 22.3)
* Ensure good access to mainstream communication products and services through inclusive and accessible communication devices and strategies

The NDIS is a significantly increased investment in specialised disability services in Western Australia. This increased investment builds the capacity of individuals with disability to participate in social and economic life, through the development and funding of individual plans designed to support people with disability achieve their life goals.

However the opportunity for people with disability to fully participate in the life of the Western Australian community can only be realised if it is matched with an increased capacity of communities to include people with disability in all facets of community life.

**Priorities**

Community access, inclusion and participation are vital for individual and community well- being. Despite progress, much more needs to be done.

Priority areas that need to be addressed include:

**Community infrastructure**

* **Ensuring new commercial and retail properties meet minimum standards for access**. While new commercial and retail properties must meet minimum standards for access, governments should be driving the adoption of higher standards. A key issue is older/existing commercial and retail properties, with no requirement to move towards contemporary standards unless they undergo renovations of an order that require planning approval. For example, there should be consideration of applying rules around accessibility that apply when property ownership changes (i.e. as for pool fences).
* **All new retail properties of scale should be required to include a Changing Place facility** to provide accessible toilet and changing facilities for people with significant disability. This would be a relatively easy way to greatly improve communities for people with disability. In the recent review of the Disability (Access to Premises - Buildings) Standards 2010 (Premises Standards), 37% of the submissions received noted the need for Changing Places in frequently used buildings.
* **Support improvements to the Disability Access to Premises Standards** including new measures to assist with their application and evaluation by government and industry. It was pleasing to see that the April 2017 Building Ministers’ Forum agreed to a Regulatory Impact Assessment (RIA) to consider amendments to the National Construction Code.
* **Accessible electorate offices a basic right for all constituents**. NDS supports calls to make State and Federal electorate offices universally accessible so that all constituents can access their local Member of Parliament (MP). Concerns have been raised that people with disability face discrimination if they cannot access their local MP. It is a basic right that all constituents should be able to visit the office of their local MP and it is unacceptable that they have offices that cannot be accessed by a section of the community. The State Government should be driving the adoption of higher standards and must meet its access and inclusion obligation as outlined in the National Disability Strategy. Urgent action is required to rectify this issue so that people with disability can fully participate in our community.
* **Ensuring inclusivity of mainstream products and services through accessible communications**. The State Government must be an exemplar of accessible and inclusive services. Government provides a leadership role in ensuring hardcopy and online communications meet the highest accessibility standards and best practice guidelines. Technology infrastructures such as those used in telephony, television, Internet and information technology must take into account user needs of people with disability for accessibility and usability.

To improve access and inclusion services for people with disability NDS WA calls for the State Government to:

* Fund the development of ‘smart permit’ technology for WA Australian Disability Parking Permits;
* Support NDS WA to explore Companion Card options that promote the existing right of people with disability to fair ticketing in the context of technological advances in ticketing systems;
* Develop and implement options to improve access to Changing Places facilities through electronic and/or digital access systems;
* Fund the development of a free community directory application that provides information about accessible venues, services and facilities. The functionality could be extended to include inclusion of mainstream agencies and services that would support in-ground delivery of the National Disability Strategy as well as meeting government legislative obligations with regards to accessible services and community service partnerships; and
* Fund the establishment of a community partnership framework to maintain and progress obligations under the UN Charter on the rights of people with disability, the National Disability Strategy and state legislation. The project would establish an inclusion collective bringing members of the public, people with disability, local government and state government into an open source shared platform to support information sharing, promote best practice and use existing resources differently and to greater, broader benefit. Examples might include:
* Joint planning days
* Site visits at new projects
* “Meet Up” groups to tackle particular problems
* Engagement to inform submissions to Government and others
* A Facebook page to share information, ask questions and provide advice in and of the community. It could be administered by a team of people who may be passionate volunteers or as part of a local community development officer role. Ideally there would be ongoing funding for a person with disability to undertake paid moderation and group facilitation

These initiatives must involve people with disability in product/service development as well as development, design and testing of information tools.

Funding for these initiatives could be sourced from the $17M New Industries Fund announced as part of the 2017-18 State Budget.

**Transport**

* **Much stronger commitment to ‘The Whole Journey’ approach to transport**, beyond compliance standards, to create door-to-door accessible public transport journeys and faster implementation (and modernisation) of the Transport Standards. The 2012 Review highlighted that limited progress has been made in addressing this issue.
* **Ensuring the State Government’s METRONET and other associated transport strategies are inclusive for people of all ages and abilities including people with physical, sensory and other disabilities.**
* **Ensuring transport supports for community access and employment for people with disability are retained.** People with disability rely heavily on public transport including trains, buses and taxis. A lack of transport and/or a lack of reliability or frequency presents a barrier to work and community involvement. While disability organisations have previously been significant providers of transport for people with severe disability, an increasing number are reviewing this part of their service provision as it is not financially viable under the NDIS. There is an urgent need for collaboration on this issue across governments, community transport providers and disability organisations.
* **Ensuring changes to the Mobility Allowance resulting from the NDIS do not restrict employment opportunities** and that existing transport provision by disability organisations remains financially viable to ensure supply. The mobility allowance provides a modest contribution towards the transport costs of a person in work or training or seeking work who requires substantial assistance to use public transport; it should be retained for DES participants who need this support but who are ineligible for the NDIS.
* **Continuing access to state-run taxi subsidy schemes for NDIS participants** in order to support the travel needs of people with significant disability.
* **Extending state-run taxi subsidy schemes to alternative services like private operators such as Uber, not-for-profit and ride sharing options.**
* **Investment by the State and local governments for pilots to improve the use of transport assets in local communities**. This should include exploring the potential to better utilise existing provider fleets for people with disability which are not shared between providers and under utilised.
* **Stronger monitoring and enforcement of the Australian Disability Parking Scheme with enforcement extended to accessible bays on private property**. People with disability continue to advise that ACROD bays are consistently misused with limited action from local governments and private facility owners to enforce correct use. This affects people’s ability to access their community at places such as shopping centres, medical centres, hospitals, schools and many other public facilities. A stronger fines regime, including loss of driver’s license points, must be considered.

To improve access and provide more inclusive transport for people with disability NDS WA calls for state government to:

* Amend existing ACROD legislation to allow for prosecution coverage for private property accessible parking bays;
* Offer the same parking concessions on State Government property as those that apply under the Road Traffic Code 2000. That is, ACROD permit holders have extra time to complete their business or activities; and
* Support and resource NDS WA to develop an online ACROD permit application system.

**Voting**

* **Progress the implementation of accessible and secret voting for people with disability**. NDS WA notes that the WA Electoral Commission has demonstrated ongoing commitment to people with disability through its third DAIP (2016-2021) which is focused on improving access to electoral services for people with disability (WA Electoral Commission, Third DAIP (2016-2021) and Commission’s Strategic Plan 2015-2018). This forms part of a broader commitment under the Commission’s Strategic Plan 2015- 2018 to embrace diversity. The DAIP provides strategies to be undertaken during the year and during elections where many initiatives can be progressed. Within the timeframe of this DAIP, the Commission will conduct State and Federal general elections (March 2021) and local government elections (October 2017, October 2019 and October 2021) in addition to its other core business responsibilities. The Commission’s DAIP Implementation Plan outlines a broad range of positive initiatives which are to be commended. Some of these will require additional funding to fast track their implementation. A priority is to progress the implementation of accessible and secret voting for people with disability following the recent trial of online voting. The Electoral Commission should continue to explore the opportunities of new technologies to improve electoral services for electors with disability.

**Recreational activity**

Many people with disability are on low income, and precluded from participating in regular recreational activities due to the cost of entry. NDS WA call on the State Government to extend the current KidSport and SilverSport programs, administered by Department of Local Government, Sport and Cultural Industries, to people with disability. Infrastructure for this program already exists through Local Government Authorities and recreation providers and could be readily extended to include people with disability in receipt of a Disability Support Pension.

### Equal access to rights protection and justice

**Drive the strengthening of rights and improved access to justice for people with disability**

**State Government Agencies**

Communities, Disability Services; Child Protection; Justice; and WA Police

**Why**

**Upholding and protecting the rights of people with disability is fundamental, including the right to live free from abuse, neglect and harm, to have fair and equal access to criminal justice processes and access to support in the instance where abuse, neglect or harm is experienced.**

People with disability do not always enjoy these rights because:

* People with disability experience higher rates of abuse and violence than people who do not have disability
* The true incidence of abuse is likely to be under-reported given the wide range of barriers to reporting
* Processes fail to adequately respond to individual reports, and as a result, opportunities to implement secondary protection measures to reduce future acts of violence, abuse or neglect are missed (The 2015 Senate Inquiry into violence, abuse and neglect against people with disability in institutional and residential settings reported this finding)
* Of lack of support to assist to communicate and participate in all stages of the criminal justice process. Complaints processes are often inaccessible and ineffective.
* Police, lawyers, judges and other staff do not always identify disability or respond in an appropriate way
* Quality and Safeguarding mechanisms for the NDIS only provide protection for NDIS participants – projected to be around 10% of the disability population
* In prison, people with disability do not have access to supports, adjustments and aids.
* Specialised, intensive, holistic services designed to address the over representation of people with disability in prison are at risk of being unfunded and discontinued under the NDIS
* Aboriginal people with disability have very high levels of unmet care needs in the justice system and can be trapped in a cycle of regular police contact and control instead of support

**Priorities**

While the new national NDIS Quality and Safeguarding Framework (Framework) is welcome, the State Government has a continuing responsibility to drive the strengthening of rights and improved access to justice for people with all types of disability. Violence against people with disability is often difficult to detect, investigate and prosecute. The true incidence of abuse is likely to be under-reported given the wide range of barriers to reporting. This includes: lack of awareness, education and training for support workers and people with disability, fear of retribution and fear of not being believed. Some of these were identified by research participants in the NDS Safer Services project as barriers to reporting (More detail on this can be found in the Exploring Risk Research Report at https://www.nds.org.au/zero-tolerance-framework/considering-additional-risk).

Action is required in the following areas:

* **In partnership with people with disability and the disability sector, the State Government develop and implement a WA Disability Justice Plan to ensure the criminal justice system is more accessible and responsive to the needs of people with disability**. A focus should be to improve the availability of high-quality and specialised support required by people with disability who have contact with the justice system (whether they are victims or perpetrators of crime).
* **Commit to funding for a specialist role at NDS WA to develop practical resources assist disability service providers and people with disability to achieve better access to criminal justice processes in WA**. This includes working collaboratively with Department of Communities Western Australian Police to explore the expansion of the ChildFIRST Team to extend their skills and include interviewing people with disability. This will also require consideration of renaming the Team to capture the proposed broader functions.
* **Recurrent funding for NDS WA to continue to lead and provide practical support to the WA disability sector on quality and safeguarding**. This investment is required to provide ongoing specialist advice and guidance including funding for continued development and roll out of complaints handling and management; individual safeguarding; quality systems and evaluation; human rights; and a specialist Zero Tolerance position. The training and advice needs to be available to mainstream providers including all relevant Western Australian departments including WA Police and Justice as part of their obligations to provide safe and fair services to people with disability. There should also be consideration of Zero Tolerance training being co- delivered by people with disability. This is currently being delivered in NSW and Victoria. (NT is in the process of formally requesting Government funding for this as well) (View NDS’s Zero Tolerance framework and resources at https://www.nds.org.au/resources/zero-tolerance).
* **Invest in supporting collaborative relationships between the disability services sector and disability advocates**. This includes the co-design of a comprehensive prevention education package for the disability sector workforce and people with disability.
* **Implement consistent pre-employment screening practices for the WA disability services sector as part of a broader range of strategies to better protect the rights of people with disability**. NDS WA supports the McGowan’s Government Clear Card initiative which for the first time will require comprehensive pre-employment screening of all workers who provide direct care and support to adults with disability. This initiative will ensure people who have been convicted of abuse, violent crimes or other relevant offences cannot gain employment in the disability sector (More detail about the McGowan’s Government Clear Card initiative can be found at https://www.markmcgowan.com.au/news/clear-card-a-vital-step-in-prevention-of-abuse- and-neglect-in-wa-884).
* **Commit to ensuring the Bennett Brook Disability Justice Centre is an essential response in providing a safe placement option for a small group of vulnerable people who are unable to plead and stand trial due to a cognitive or intellectual disability**. In August 2017, the McGowan Government announced a review of the Justice Centre which will examine if the centre has fulfilled its purpose as a Declared Place, as specified by the Declared Places Act, the centre’s location and processes used to engage the community in the establishment of the centre. NDS WA anticipates that it will also see strategies being formed to maximise the value to the community of operating a Declared Place and options available to the State Government in relation to the future of the centre. This should include exploring options to harness capacity within the disability services sector to provide more support to this group of people. Government should work in partnership with the disability sector to provide accommodation options for people with disability at risk of being held in detention indefinitely.

### Better health and wellbeing outcomes

**Good access to health care and delivering better health outcomes**

**State Government Agencies**

Communities, Disability Services; Health; and Mental Health Commission

**Why**

People with disability have poorer health outcomes than the general population, with higher prevalence of long-term health conditions and increased use of health services and hospitalisations.

Those with severe or profound disability aged 15-64 years, are:

* 10 times more likely to have check-ups with general practitioners at least once a month
* 3.5 times more likely to consult specialist doctors over a 12 month period
* 5 times more likely to consult both specialist doctors and health professionals in the same period (Australian Institute of Health and Welfare (AIHW), 2011, ‘The use of health services among Australians with disability’, AIHW Bulletin 21)
* 46% people with disability aged 15–64 years report poor or fair health compared with 5% of the general population aged 15–64 years
* People aged under 65 years with severe or profound disability have a higher prevalence of long-term health conditions than people without disability and 48% of people with severe or profound disability have mental health problems (AIHW. Health status and risk factors of Australians with disability 2007-08 and 2011-12. Cat. No. DIS 65. 2016)

**Priorities**

The WA Study of Health and Intellectual Disability reported indicated similar significant health disparities including:

* Participants reported high rates of chronic and long-term conditions
* Medication use was high, as was the use of multiple medications
* Health services usage, including mental health and hospital-based services, was also high
* Many participants lived a sedentary lifestyle
* Substance use was low in the study group when compared to the general population
* There was generally insufficient health screening/prevention for participants (Cocks, E., Thomson, A., Thoresen, S., Parsons, R. & Rosenwax, L. The WA Study of Health and Intellectual Disability, Curtin University, 2013)

Many people with disability, particularly those with cognitive impairment, experience barriers when accessing mainstream services. Barriers can include high costs, limited availability of services specialising in disability and physical barriers to access.

NDS WA’s 2018-19 Pre Budget Submission articulates a number of specific actions that the State Government should focus on as a priority to improve the health outcomes of people with disability. These focus on leveraging existing investment in Primary, Secondary and Tertiary healthcare for people with disability, as well as new initiatives to improve patient centred service delivery, pathways and transition.

Actions to improve health outcomes for people with disability should include:

* **Person Centred Services in WA: better integration for disability, aged care and health care services.** Through the NDIS there is state and national agreement on the legal principles for the interface between the health and disability service systems. These principles agreed through COAG require service systems to work together to plan and coordinate streamlined care for individuals requiring both services. The importance of this cannot be overstated.

NDS WA is supportive of the McGowan Government’s Sustainable Health Review (SHR) which is intended to guide the strategic direction of the WA health system to deliver patient centred, integrated, high quality and financially sustainable healthcare across the State. Of particular importance is to ensure that the SHR delivers a rethink how the disability, aged care service and mental health systems work together with health and to improve consumer outcomes, in the context of the current reforms. The SHR must give particular consideration to finding better service responses to overcome the barriers people with disability have in accessing mainstream health services.

NDS WA agrees that simultaneous reforms in health, aged care and disability services will have major repercussions for consumers, providers and governments.

The NDIS national reform in disability services is already changing consumers’ access to services and resulting in a changed environment for providers and funders. Similarly, this is the case with aged care (through the Living Longer Living Better reforms – LLLB), and related changes to the Home and Community Care (HACC) program.

These reforms provide an opportunity to shift the paradigm of how these service systems interact to achieve services that are more person-centred and integrated. NDS highlights that while the reforms share some common elements (such as increased consumer choice and control), they are not always consistent and coherent, creating complexity and mixed incentives for consumers and service providers.

Historically, consumers and service providers can find the service systems hard to navigate and as a result consumers can ‘feel ill-informed and uncertain about the services available, their eligibility and the costs involved’ and most importantly have difficulty in accessing appropriate services. This is particularly the case for people with complex needs where care and support needs to be coordinated across multiple service systems and service systems have different eligibility criteria, different referral / assessment processes and often different technical language/jargon.

* **Better service integration and accountability across key human services such as disability, health and mental health**. NDS WA has noted in our previous PBS that the existing service systems operate in silos, where services are designed to best utilise the specific funding models and access funds that are available. This has led to sub-optimal health outcomes for marginalised groups such as people with disability. The SHR (and the State Government’s Service Priority Review) should give priority consideration to develop a framework to measure health outcomes and to influence funding allocations. This should be part of a broader whole of government outcomes framework. This approach, previously discussed in this submission would be particularly beneficial in the Health portfolio given its significance with respect to the State Budget and potential to develop more effective and integrated service across human service areas, including disability.

NDS WA has noted in our previous PBS that the existing service systems operate in silos, where services are designed to best utilise the specific funding models and access funds that are available. This has led to sub optimal health outcomes for marginalised groups such as people with disability.

The challenges of accessing appropriate services are compounded in regional and remote WA, where distance, a dispersed population, high costs and workforce challenges combine to make it often unviable for health providers to offer services (so called “thin markets”). As a consequence, the State government (through the WA Country Health Service) has historically provided disability and aged care services as the ‘provider of last resort’. This includes the Commonwealth and State funded Multi-Purpose Service program that provides integrated health and aged care services in regional and remote areas where stand-alone hospital or aged care facilities would not be viable. Creating sustainable provision of consumer-centred services in regional and remote areas is not straightforward and requires considered and continued market stewardship by governments across service systems. NDS WA agrees with the Productivity Commission recent assessment for a ‘more considered approach’ to the issue of thin markets with regards to the roll out of the NDIS, including the use of more flexible funding and targeted measures.

* **Investment to equip healthcare professionals to recognise health disparities and to provide high-quality health services to people with disability**. Of concern is that only minimal clinical training on working with people with disability is provided in nursing and allied health training. For example a national audit of the Australian nursing curriculum revealed that more than half of courses did not offer information about intellectual disability (Troller, J., Eagleson, C., Turner, B., Solomon, C., Cashin, A.,Iacono, T., & Lennox, N., 2016, ‘Intellectual disability health content within nursing curriculum: An audit of what our future nurses are taught’, Nurse Education Today). A major recommendation of the 2013 WA Study of Health and Intellectual Disability was that medical professionals, care staff and families need to be made aware of the importance of screening tests and preventive measures for people with ID (Cocks, E., Thomson, A., Thoresen, S., Parsons, R. & Rosenwax, L. The WA Study of Health and Intellectual Disability. Curtin University, 2013).
* **Funding for investment in targeted health promotion initiatives for people with disability**. Greater effort needs to be made to design and disseminate public health promotion materials and programs for people with disability, and in particular those with ID and/or living independently.

Even though people with disability are significantly more likely to live with complex health conditions they miss out on regular health screenings and are rarely targeted in health promotion campaigns. Additionally, few targeted preventative health care strategies and programs are available in WA for people with disability. NDS WA members have highlighted the need for a coordinated online platform to bring together information regarding health information and services for people with disability, families, carers and disability service providers. The need for a central hub to hold accessible health information emerged as a key learning from the Health and Wellbeing Project Reference Group, which provided the governance structure for two pilot projects from the WA Disability Health Network. It is well established that preventative and primary health care is more cost-effective compared to secondary and tertiary care and continued investment in health promotion and early intervention programs are critical to address the many health challenges people with disability face and will lead to substantial savings.

NDS WA recommends the State Government support the development of targeted initiatives that develop the health literacy of people with disability, their families and carers, to support people with disability to gain access to, understand and use information in ways which promote and maintain good health. These could be implemented through the non-government sector and make use of existing health promotion programs developed focusing on obesity, diabetes, and oral health. In particular, greater efforts need to be made to design and disseminate accessible public health promotion materials and programs for people with ID in WA, particularly those living independently.

* **Funding annual health checks for people with significant disability** (such as the Queensland Comprehensive Health Assessment Program). NDS WA has advocated strongly for the State Government invest in an annual health check program of this type for people with disability. The Program has been trialed extensively in Queensland over the past decade. Health service providers, usually general practitioners, work with people with disability, families and carers to conduct regular health checks. Findings from a systematic review found that not only did health checks lead to detection of both common and serious unmet health needs but also provided opportunities to deliver targeted actions to address health needs of people with intellectual disability (Robertson, J., Hatton, C., Emerson, E., & Baines, S. The impact of health checks for people with intellectual disabilities: An updated systematic review of evidence. Research in Developmental Disabilities, 35(10). 2014).

Health checks also have the potential to increase knowledge of the health needs of people with disability amongst health professionals and support staff. A targeted health check for people with intellectual disability was a key recommendation from the 2013 WA Study of Health and Intellectual Disability (Cocks, E., Thomson, A., Thoresen, S., Parsons, R. & Rosenwax, L. The WA Study of Health and Intellectual Disability. Curtin University, 2013). The introduction of the Comprehensive Health Assessment Program or a similar initiative could be introduced as the NDIS is rolled out across WA. One option is to roll out the program using disability service organisations in partnership with NDS WA. Embedding a monitoring and evaluation component of the health check program is important to support the implementation and quality assurance processes.

* **More focus on disability within health networks** to improve workforce knowledge and to promote good practices such as the WA Care Coordination Framework and related admission to discharge toolkits. There should also be greater commitment to support and resource the work of the Disability Health Network including the prioritising recommendations from the WA Disability Health Framework 2015–2025 for immediate action. This Framework and the Hospital Stay Guideline for Hospitals and Disability Service Organisations also need to be better considered in the context of the roll out of the NDIS in WA.
* **Commit to developing a strategy that focusses on improving service integration between the Department of Health and Communities, Disability Services**. For people with disability, especially those who have complex health needs. This should include a range of health support interventions such as nursing support, better utilising disability sector capacity to reduce unnecessary hospitalisation of people with disability, and coordinated service planning

### Theme 2: Contemporary, Adaptable and High-Performing Disability Workforce

**Key Deliverables**

* Fund the WA Disability Services Industry Plan
* Build the disability sector’s capability and capacity
* Build a strong, capable workforce

### 2.1 Build the disability sector’s capability and capacity

Disability Sector Organisations provide specialist supports and services to 26,000 West Australians with significant disability. This figure is expected to increase to nearly 39,100 under the NDIS. Across the whole of the State there are more than 400,000 people living with disability and disability impacts on 1 in 3 people when you consider the role of carers.

New roles and changing roles will be required to meet the objectives of the NDIS and to bed down the changed approach to disability services in a WA environment. However this is not their only role.

Service providers together are a valuable collective of community information and provide linkages, information and referrals to many people who are not eligible for the NDIS. In local communities, service providers support local government planning processes and participate in community events and committees. These services and the community connection and social capital they build are at risk of being lost, if the focus on disability becomes only focused on individually funded services available through the NDIS. Mainstream agencies also turn to service providers for advice and information on service design and implementation. There is a risk employment opportunities within service provider organisations will be consumed or become increasingly casualties and fragmented if these valued roles are discontinued in their entirety.

It is essential as more people are funded to access disability services that the capacity of the disability sector to provide services, maintain wrap around services and provide stable employment opportunities grows with them. The projected economic growth and jobs growth are dependent on the capacity and capabilities of disability service providers to attract, recruit and retain a skilled and growing workforce.

The WA Disability Services Sector Industry Plan discussed previously in Theme 1 of this submission highlights that capacity and capability building initiatives and actions will need to be introduced and implemented within organisations, and across the broader sector. Increased workforce capacity is a fundamental requirement for future success.

The Productivity Commission Study Report on NDIS Costs (released October 2017) confirms that a significant challenge in the NDIS transition phase is developing the supply of disability services and growing the disability care workforce.

The Commission is estimated that 1 in 5 new jobs over the next few years will need to be in disability care, but workforce growth remains way too slow. Emerging shortages should be addressed by independent price monitoring and regulation, more effective coordination among Governments to develop markets (including intervening in thin markets), a targeted approach to skilled migration, and equipping participants to exercise choice (Productivity Commission, Study Report, NDIS Costs, October 2017).

The recent WA Disability Sector Survey results, and the information gathered from stakeholders during the consultation process of the Plan, further confirmed the need for organisations to rethink their existing operations and implement significant operational and strategic changes. The scale and complexity of implementation is placing great pressure on all stakeholders, including service providers.

In terms of broader sector-wide initiatives, actions are required to develop the workforce, and to ensure that NDIS services can be provided in regional and remote areas. A high- quality workforce that strengthens safeguards and provides greater choice for people with disability is a vital part of building vibrant services in local communities across all parts of the State.

#### Building organisational level capacity and capability

Organisations require improvements to their existing strategies, structures, planning, systems, processes and business models to better align with the individualised funding framework and person-centred principles of the NDIS, and to be financially sustainable in a more competitive market.

Many service providers have already made significant investment aligning business processes and services to the WA NDIS. Many not-for-profit organisations have already invested in new cash flow models, transition and expansion plans, staff training and development, information and client records management systems. Further changes to systems and processes as WA moves to state-wide transition will require significant re- investment and without support to keep pace with State Government policy direction, the potential for good services to fail is real.

The continued transition to the NDIS will require each individual organisation to review and implement extensive changes to almost every aspect of their existing operations. Specifically, it will require organisations to update their strategic intent and strategic direction; activities and planning; organisational and board structures; systems and technology; and business models.

“The biggest challenge is having to completely transform the organisation, while still providing services to people with disability. Part of this is that our organisation is now spending money in areas that it has never spent money in before.” - Debbie Karasinski, CEO, Senses Australia.

While there are some organisations that are more advanced than others in their preparation, there is still a significant amount of work to be done across the sector. Over one third of respondents in the WA Disability Sector Survey had not yet implemented a new strategic or business plan, governance structure, pricing/costing framework or customer relationship management system to reflect the announcement and introduction of the NDIS three years ago. The survey also showed that at least 10 per cent of providers had not even started to undertake each of those activities. By comparison, some larger service providers indicated that they had started planning for the NDIS in 2011.

The low preparedness of some organisations to date was the result of either organisations and their leaders not understanding the changes required of them under the NDIS or not having the experience required to implement the required changes; and/or the changes required being too costly and administratively taxing to implement, with organisations in the sector having historically low levels of working capital.

“Some CEOs and managers in the sector are struggling to understand the financial aspects of the future NDIS market, and the characteristics needed to run a business in a competitive market.” - Marcus Stafford, CEO, MSWA

#### Key areas of investment

The key areas of organisational capacity and capability building required include significant investment in strategy development, governance structures, technology and systems, business and service delivery models.

**Strategy development**

There are many aspects of organisational strategy that will require updating, and in some instances, total redevelopment under the NDIS including:

* organisational values, with organisations needing to embed a person-centred approach rather than a service-centric approach to delivering services;
* customer engagement, with organisations needing to build their understanding of the types of services and supports valued by people with disability exercising an increased choice and control;
* organisational systems and cultural shifts to understand the requirements of the new Quality and Safeguarding Framework, such as the management of complaints and restrictive practices. This will also develop the capability of people with disability to be involved in decision making and have choice and control over their services. Organisations will need to invest resources for this to happen;
* strategic planning, with organisations having to operate in a more competitive environment and consider initiatives that will support their organisation’s financial sustainability, such as differentiating their product or service or finding other sources of revenue;
* marketing, with organisations no longer being able to rely on Government for funding and having to actively chase business by promoting the services and products they offer to people with disability using the right marketing channels; and
* collaboration, with organisations having to consider which areas of their business they will share information and collaborate on, and which areas of their business they will compete on.

**Governance**

The changes required in each organisation’s strategic intent and direction will also require subsequent and complementary changes to organisational and governance structures. New roles and skills will be required within each organisation, and their boards and committees, including a higher degree of financial acumen, change management, customer and stakeholder engagement, marketing, and human resource management.

**Technology and systems**

An enhanced focus on providing greater choice for people with disability will require the implementation of technology and systems that allow for the individual tracking of services for people with disability during all stages of service delivery and reporting in an environment where more staff are working remotely from organisational premises. These systems should enable the integration of client and worker information across the organisation’s operations, including rostering, invoicing, support preferences and care plans, external reporting requirements, and the recording of outcomes; and should be accessible for frontline staff when they are delivering services on the ground.

**Business models**

Organisational business models will also require updating to reflect completely individually based budgeting, payments and reporting. In particular, organisations will have to implement new pricing/costing models that can track the unit cost of providing services, to understand which of their services are profitable or unprofitable. The likelihood of payments moving to in-arrears of service delivery also presents the requirement for organisations to update their existing cash flow models, which are predominately based on payments in-advance of service delivery.

**Service delivery models**

In a more competitive market, the organisations that prosper will be those that innovate and develop new service delivery methods, which either better meet the needs of people with disability or are more cost-effective. Some organisations have already recognised the need for this level of innovation, and have established specific teams to develop innovative service delivery models. Stakeholder engagement conducted as part of the Industry Plan indicated that the majority of stakeholders agreed that at the whole-sector level, the level of innovation currently being undertaken is below what would have been expected during the transition with resources being directed towards day to day management of multiple funding and service delivery systems. Importantly, it was noted that the current pricing frameworks for the NDIS do not incentivise innovation and that the margins available were not large enough to bear the risk associated with developing new or innovative service delivery models.

### 2.2 Build a strong capable workforce

The Industry Plan shows that Western Australia needs a contemporary, adaptable and high- performing disability workforce to implement the NDIS effectively.

Employment impact at full implementation:
Gross income will increase from the current 941 million dollars to 1802 million dollars.
Gross product will increase from the current 1431 million dollars to 2744 million dollars.
Total employment numbers will increase from the current 10,500 to 20,100.
Direct employment numbers will increase from the current 6300 to 12 thousand.

The WA disability sector has grown significantly over the past decade in line with increased funding directed to the sector. In 2015-16, total expenditure for specialist disability supports and services was $908 million. The sector generated an estimated $1.4 billion in economic activity through $941 million in incomes and the equivalent of 10,507 full-time, direct and indirect jobs. At full scheme, the NDIS is expected to boost employment by more than about 9,600 jobs, including 5,800 new positions directly employed in the disability sector.

Organisations estimate that their workforces will significantly increase from an average of 125 full time equivalent (FTEs) positions to 150 FTEs in 2019-20. Allied health staff, direct support workers and volunteers are expected to be the most difficult to source.

The Industry Plan identified a range of factors that discourage people from working in regional settings, including:

* higher wage costs or supports to attract workers;
* lack of training in rural settings;
* perception of limited professional development;
* perception of isolation arising from with working in a rural setting; and
* lack of infrastructure (such as communications) in regional and remote towns.

Action is required to minimise projected skill shortages so that people with disability can access high-quality supports and services provided by a skilled and contemporary workforce.

The Industry Plan puts forward the sector’s view that a high-quality disability workforce will strengthen safeguards and provide greater choice for people with disability. It outlines the need for targeted attraction and retention initiatives to build a contemporary, adaptable and high-performing workforce. This means recruiting and retaining committed individuals who are able to implement the changes required while maintaining the highest standards of care and support. Education and training requirements need to be considered and supported. Effective transition to the NDIS depends on the capacity of Government and the sector to work together to get the right people into the right jobs.

The success of the disability sector in supporting West Australians with disability is ultimately dependent on organisations in the sector having a workforce that is able to adapt and implement the changes required.

Recruiting and retaining a sufficient and skilled workforce in regional and remote areas is a particular challenge with barriers including:

* the higher wage costs or supports that organisations must generally pay or provide to attract workers;
* the lack of training in rural settings, with a perception from potential employees of limited professional development opportunities or higher costs to access these opportunities;
* the lack of infrastructure (such as communications) in regional and remote towns, which makes moving to these areas a less attractive option for potential employees; and
* the perception of isolation that potential employees may associate with working in a rural setting.

The Industry Plan also reinforces that the capacity and capability of the WA disability services sector must be built and enhanced during the transition to full Scheme NDIS, including the workforce and regional services provision.

In particular, new roles and skills will be required within the sector and the types of skills that were seen as most important in the future included:

* emotional intelligence, caring and social communication, which are especially required by frontline support workers;
* customer engagement and management, which is required to better understand and respond to the needs and wants of people with disability;
* commercial acumen, which is required to operate in a more competitive and financially aware operating environment;
* marketing, which is required to better engage people with disability;
* data literacy, which is required to better utilise individualised organisational data; and
* technological literacy, which will be required given technological advancements and the higher utilisation of technology in service delivery.

The Industry Plan also articulates the need for consideration of pre-emptive investment strategies to build the workforce capacity of the disability sector. It is critical that these focus on building, attracting and retaining a skilled workforce to minimise skill shortages and maximise the State’s ability to respond to emerging opportunities in the changing approach to community services.

For example, partnering with the Department of Training and Workforce Development and the State Training Board to work with the disability sector and Government to build a workforce that is productive, inclusive, efficient and mobile. This is a strategy for the

disability sector but also more broadly within Government and community sector to reduce duplicate effort, increase cooperation and provide for joined up integrated approaches.

#### Investment in Workforce Building Programs

**ProjectABLE**

NDS WA highlights a similar opportunity with expansion of the NDS projectABLE employment program.

This project is a response to the expected 70,000 new jobs that will be created in the disability and care sector by 2019 as a result of the full roll out of the NDIS. Through interactive workshops for students in years 10, 11 and 12, projectABLE inspires students to apply their passions, skills and abilities to enrich their lives and the lives of others by pursuing a rewarding career in the disability and community service sectors.

ProjectABLE workshops, delivered in schools, are an initiative of NDS and led by people with disability. Presenters talk honestly and openly about their disability and are selected based on their ability to connect with students. It is this connection, coupled with honesty and humour, that enables students to learn about life with a disability, the importance of social inclusion and what they can do to make a difference.

There is a huge variety of career options in the disability and community care sector; from support workers and nurses, to social workers, advocates, physiotherapists, marketing professionals, business managers and IT professionals.

Workshops make students aware of the range of school based traineeships that are relevant to their entry to work in the disability sector. From 2014-16, NDS WA ran a dedicated project to support the recruitment and workforce of young people to meet the expectations of people with disability, and to increase the number of disability service organisations offering school based traineeships.

**Aboriginal Employment Coordinators Project**

Aboriginal people with disability face multiple layers of disadvantage on the basis of heritage and disability. The effects of discrimination and institutionalisation, as well as a range of socio economic factors, contribute to poor life outcomes, including low levels of educational attainment and reduced rates of employment.

* In 2014–15 in WA, 43% of Aboriginal people aged 15 and over reported having a disability or restrictive long-term health condition (while overall Aboriginal people were 1.6 times the rate for non-Aboriginals, 47% compared with 29%);
* Aboriginal people in WA aged under 65 used disability support services at 1.9 times the rate for non-Aboriginals in 2014–15 (Australian Government, AIHW, Aboriginal and Torres Strait Islander Health Performance Framework, 2017 report, Western Australia);
* Aboriginal people have significantly lower levels of educational attainment, (1.3 times more likely than non-Aboriginal people with disability to have reported Year 10 or below as their highest level of educational attainment (59.7% compared with 45.1%);
* Lower labour force participation (64.5% compared with 78.6%), however, the gap was wider amongst those with disability (34.8% and 53.6%);
* Are significantly less likely than non-Aboriginal people with disability to be employed (25.6% compared with 48.7%);
* Have an unemployment rate nearly three times as high as the comparable rate for non-Aboriginal people with disability (25.3% compared with 9.0%); and
* Additionally, Aboriginal people have greater exposure to health risk factors such as chronic disease, reduced life expectancy and high levels of child mortality (ABS Aboriginal and Torres Strait Islander People with a Disability, 2012, Cat 4433.0.55.005, latest issue April 2017).

Addressing the complex needs of Aboriginal people with disability will take time and this is acknowledged in the recently released ‘Australian Government Plan to Improve Outcomes for Aboriginal and Torres Strait Islander People with Disability’ (Australian Government, Plan to Improve Outcomes for Aboriginal and Torres Strait Islander People with Disability, October 2017).

The Plan highlights several overarching challenges that need to be considered during policy development and implementation including:

* racism and disability discrimination;
* better Aboriginal disability research;
* implementation of local solutions to meet local needs; and
* coordination in engagement with Aboriginal people with disability.

Better holistic approaches to planning service delivery is essential to improving outcomes for Aboriginal people with disability. Improving outcomes for Aboriginal people with disability is also one of four additional areas of national cooperation under the National Disability Strategy’s second implementation plan, Driving Action 2015–2018.

Better coordination, leveraging and linking across Commonwealth agencies, states and territories or local governments and partnering with community organisations is required to ensure that Aboriginal people are effectively and efficiently engaged in the development of the policies, programs and supports that affect them.

In line with these developments, NDS WA seeks the State Government’s support for specific funding to develop targeted employment strategies with the disability sector for Aboriginal people and in particular those with disability.

A scoping study commissioned by the Disability Services Commission and NDS WA in 2013-14 identified the need for a program to provide improved employment opportunities for Aboriginal people within the disability sector. The Aboriginal Engagement and Employment Scoping Project Report proposes a model for an Aboriginal Engagement and Employment including:

1. Creating linkages and partnerships between local Aboriginal communities and disability service providers to jointly identify and overcome barriers to Aboriginal access to disability services;
2. Building cultural competence and awareness of disability service organisations; and
3. Supporting the recruitment and development of an Aboriginal workforce in disability service organisations.

The initiative is regionally-based to enable effective engagement with local Aboriginal communities, local disability organisations and local employment and training providers. Key strategies include:

* building linkages and partnerships between Aboriginal communities and disability service organisations at state, regional and local levels to improve services to Aboriginal people with a disability, their families and communities. This could support the development of more integrated delivery of human services to Aboriginal people in the regions;
* assisting disability service organisations to promote their services to Aboriginal communities;
* supporting disability service organisations to recruit, select, train and retain Aboriginal workers, utilising the Indigenous Wage Subsidy, the Australian Apprenticeship Incentive Program and Indigenous Cadetships as appropriate;
* case managing Aboriginal trainees/cadets; and
* case managing participating disability organisations employing or sponsoring Aboriginal trainees/cadets.

**Proposed pilot project**

NDS WA recommends a pilot of the model in three or four regions including the metropolitan area. Regions suggested for consideration in the initial report were:

* Metropolitan;
* West Kimberley based in Derby or East Kimberley based in Kununurra;
* Goldfields based in Kalgoorlie;
* Murchison/Gascoyne based in Geraldton; and
* Southern based in Bunbury or Albany.

NDS WA seeks funding to implement the recommendations of the Aboriginal Engagement and Employment Scoping Project Report for a four year period (Indicative total project costing is estimated at $2.7M, commencing with $500,000 in year 1 and $725,000 in each subsequent year. Potential agency partners are the Department of Aboriginal Affairs and the Communities).

**Promoting and celebrating the sector**

NDS WA, in partnership with the Department of Communities, Disability Services, has established the WA Disability Support Awards.

The WA Disability Support Awards recognise and reward people who provide the highest standard of support to increase the quality of life and inclusion of people with disability.

The Awards celebrate the achievements of people who demonstrate excellence, passion, vision and commitment to supporting people with disability. They recognise those who go beyond ordinary standards of service and have a profound impact on the lives of the people they work with and support.

The Awards showcase the disability services sector as a place of innovation, a place for employment and a place to have a career.

This year, finalists and winners were announced on 29 April 2017 with more than 600 people attending the awards including people with disability from regional WA who receive subsidised travel and accommodation.

NDS WA seeks funding in this year’s PBS to continue to host this important event.

#### Influence the design of the national NDIS Quality and Safeguarding Framework

The knowledge of the WA sector needs to be drawn upon to design a system that facilitates the delivery of high quality supports, protects participants from abuse and neglect, and avoids cumbersome (and often ineffective) administrative effort.

The national NDIS Quality and Safeguarding Framework provides for people with disability funded through the NDIS. The Framework will operate in WA from 2020 providing an appropriate timeframe to consider the interface between that framework and the WA justice system. Central to the Framework are a national complaints commissioner, a national registrar and national senior practitioner.

Development and implementation of the new framework will require funding to prepare service providers transition to new requirements which are very different to the existing system.

The State Government and service providers should collaboratively seek to influence how the various elements of the Framework are structured or designed including draft legislation (to establish the Framework), a National Code of Conduct (to apply to all providers and workers) and the practice standards (against which providers will be audited). This should include:

* Working with the sector and service providers to design the new ICT system which will be required to support the Framework, one which interacts well with the NDIA system and state-based systems for staff screening and which incorporates appropriate protections for privacy. Service providers must be consulted about the specifications of the ICT system and be involved in testing the system before it is introduced.
* Working with the sector on the design of the Code of Conduct, an important element of the national NDIS Quality and Safeguards system. NDS is of the view that a more comprehensive consultation process is required. It will serve as a regular reminder of the expectation on providers and workers to respect people with disability and assist them to live free from abuse, violence, neglect and exploitation.

In a national NDS submission to the Department of Social Services draft Code of Conduct discussion paper, NDS highlighted the impracticality of having a single Code that applies to all workers and employers. A single Code applies unevenly. Our clear preference is for two separate Codes, one for workers and one for employers. Wherever practicable, the obligations in each Code should mirror each other. The obligation to actively prevent all forms of violence, exploitation, neglect and abuse is a good example of why two Codes are required. Providers and workers have different responsibilities for ensuring systems and procedures are in place. For example, a worker would not set policy, allocate funding for training, set rosters, or employ people. This distinction needs to be made. NDS also highlighted the proposed Code needs considerable reworking if it is to be an effective tool that can be used to protect people with disability and also provide support for providers and workers. Once finalised, the Codes should be available in accessible versions, including in easy English.

Importantly, the Codes must be linked to the National Standards for Disability Services, NDIS Quality and Safeguards Commission and worker screening. They must also provide clearer guidance about how the Code will be used to decide regulatory actions and indicative information about complaint thresholds.

**NDS’s Zero Tolerance initiative** has been effective in creating learning resources, awareness and advice for providers; it should be funded in WA as the workforce expands to support over 39,000 people with disability. Zero Tolerance is a framework developed to assist disability service providers to understand, implement and improve practices which safeguard the rights of people they support.43

* Working with the sector to shape State responsibilities within the legislation pertaining to worker screening and restrictive practices. NDS WA notes the McGowan Governments election commitment to introduce new laws into Parliament to bring the CLEAR CARD Card pre-employment screening system to WA to safeguard West Australians with disability from abuse and neglect. All disability sector employees will be required to undertake a comprehensive background check before being granted a CLEAR CARD. The State Government has also indicated it will introduce a formal system to quickly report abuse in the sector.

**ACTIONS**

1. Develop and implement a State workforce plan for the disability services sector to address capacity and capability requirements.
2. Use the work and recommendations from the Industry Plan to invest in developing the quantum, type and quality of disability sector workforce needed for the future and for NDIS implementation.

**Key strategies**

The following priorities should be incorporated into a State disability sector workforce plan:

1. Understanding workforce needs: An evaluation of the sector’s workforce needs should be undertaken, which will be used as the primary evidence base for future workforce initiatives and policy.
2. Organisational self-assessment: Each organisation within the sector should evaluate their own workforce with tools such as NDS’ Workforce Wizard, with a focus placed on the roles, skills, proficiencies and overall quality of their current workforce; and any difficulties their current workforce is experiencing during the transition to the NDIS and in adopting the principles of the NDIS.
3. Education and training: A review of the education and training currently provided to workers in the sector should be undertaken to determine whether it is appropriate, effective and efficient in the context of meeting the future workforce needs under the NDIS.
4. Develop in partnership with the disability sector a targeted investment policy in VET and tertiary education in accordance with the above and specifically mapping and gapping of current and future skillset needs.
5. Increase connectivity between education and workforce training through a range of measures, such as more frequent forecast modelling of workforces required by regional areas, providing grant incentives for young people to be mentored whilst developing skills (life and education) within employment growth areas, increasing the combination of online units and workplace experience from Year 11 onwards; and continuing to expand the community hours to be completed by students and marry these with the growth employment areas.
6. Targeted planning at a local level: Workforce plans should be developed and implemented for each of WA’s nine regional development areas to:
7. identify local priorities, challenges and opportunities;
8. identify and implement local workforce initiatives that are targeted to the particular circumstances of each region;
9. strengthen local networks by ensuring that Local Coordinators have a strong level of engagement across the local community, including an understanding of the full range of supports available in each region (for example, community, informal, mainstream and specialist supports);
10. be integrated into the existing strategic plans and Regional Investment Blueprints in each of the nine regional development areas; and
11. invest in the development of local shared workforce pools.
12. Explore industrial award reforms with a view to amending the Industrial Award to improve the sustainability of services. The WA disability services sector, relevant union bodies, NDS WA and the Chamber of Commerce and Industry (WA) (both with their national bodies), should discuss and agree on necessary amendments to the current Industrial Award, the Social, Community, Home Care and Disability Services Industry Award. A high priority is for amendments that would allow for more flexible work arrangements to better align with the person-centred principles of the NDIS.

The current award conditions impact on the ability of organisations to provide sustainable services. The Government imposed pricing framework is not sufficient to cover the additional costs of delivering services in the regions including capacity to recruit qualified staff.

1. Promoting the sector: A marketing campaign including the NDS ProjectABLE initiative should be implemented to promote career and professional development opportunities in the WA disability sector. This campaign should be targeted towards:
2. university students in specialised fields like allied health (such as speech therapists, occupational therapists, psychologists, physiotherapists), and business and commerce (such as accounting, management, marketing, human resources, information technology, data analytics);
3. vocational education and training students in fields such as dietetics and nutrition, information technology, direct support and customer service;
4. displaced workers from other sectors of the WA economy;
5. workers from other sectors of the WA economy seeking a career change or returning from a career break; and
6. overseas workers looking for career opportunities in Australia.
7. Regularly review: A State workforce plan, which is the basis of the above workforce initiatives, should be reviewed annually, with progress measured against key workforce indicators. This will ensure that emerging risks are addressed, and the long term requirements of WA’s disability sector workforce are met.
8. Invest in technology to support regional and remote workforce development and build capacity and mobilise workforce including across human service sectors.
9. Support incentives to attract regional workers: mining and resource companies have resource capacity to do this (e.g. subsidised housing, vehicles and living cost allowances). The NFP community sector does not have this capacity with the existing pricing frameworks.
10. A greater focus on developing whole of region/community capability, not the skills in individual organisations.
11. Investment in promoting career pathways in the disability sector, particularly in regional areas. This is in recognition of the disability industry as a growing employment industry offering a good employment and work.
12. The development of a worker online passport as a depository for experience, skills and other relevant information such as references or clearances.

### Theme 3: Efficient and Effective Systems and Processes

**Key Deliverables**

* **Reform of Government systems and processes that deliver better outcomes for disadvantaged and vulnerable communities including people with disability**
* Build an overarching and more effective systems framework for human services
* Build the evidence base to support investment decisions
* Data integration and pooling
* Commit to reducing red tape and duplication, including streamlining procurement processes and reporting requirements
* Invest in NDIS ICT Infrastructure and integrated online portals between Government and NFP
* Invest in collaborative disability service models that demonstrate service integration including the piloting of new approaches in targeted priority service areas in regional and remote parts of WA
* Develop more efficient use of Government facilities and co-location of services, particularly for regional communities

#### Build an overarching and more effective systems framework for human services

NDS WA supports one of the key SPR’s term of reference which is about achieving greater economies and efficiencies in public sector administration, including reducing bureaucracy and red-tape.

This presents as the most significant opportunity to reduce unnecessary bureaucracy within both public sector agencies and disability service providers is to support more integrated services and program.

Developing an effective, efficient and responsive service system designed to meet the needs of people with disability and their families and communities is critical. An effective service system should seek to deliver sustained and transformative outcomes that improve the circumstances and prospects of service users and target the greatest assistance to those most in need or excluded. An effective system should also be able to identify those at risk sooner, enabling early intervention that can prevent the development of disadvantage. This in turn can reduce the need for more intensive support and the costs associated with lifetime service provision. As different individuals and families need different levels of support at different times, it is important that there are pathways from universal services to more targeted and intensive services.

To build an effective service system, we require overarching frameworks across Government to engage people with disability and their families with Government agencies and community sector organisations that support them in a common approach.

NDS WA supports the reform of Government systems and processes that produce better outcomes for disadvantaged and vulnerable communities such as people with disability. In particular, enabling integrated and place-based service models for key at-risk cohorts with complex needs is critical. Achieving better outcomes is heavily depend on the mechanisms across Government including policy, funding, accountability and procurement practice, designed to support cross-Government and place-based approaches.

Significant opportunities to improve the efficiency of service design, delivery and reporting exist through developing clear and consistent processes and guidelines across Government, implementing effective shared information systems for communication, reporting and evaluation, and by developing and agreeing shared outcomes frameworks that support common approaches to reporting and ensure consistent evaluation of service efficiency and effectiveness.

#### Build the evidence base to support investment decisions

To support the National Disability Strategy and implementation of the NDIS in WA there must be adequate investment in disability research. It is critical to ensure that the outcomes frameworks developed to track and assess the performance of systems associated with the Strategy and the NDIS are evidence-based.

Evidence is essential to confidently develop an effective and efficient market for disability supports. Unfortunately, current disability research funding is inadequate and this is reflected in fragmented data and research that is poorly coordinated.

At the whole-of-government level there are also significant issues around the adequacy of research and evaluation of programs and outcomes and the importance of embedding comprehensive evaluation design in the funding process. Collaboration is required with research programs in other sectors such as education and health that have a stronger research and evaluation culture so we can ensure there is capacity for joined up evaluations.

Decisions about further extending competition policy into human services such as disability must be made carefully and draw on evidence. Careful evaluation of existing reforms should be undertaken prior to decisions about new reform opportunities. NDS WA agrees with the Productivity Commission’s recent comments about the critical role high-quality data in informing both consumer choice and policy decision-making.

#### Data integration and pooling

All system co-design and joint commissioning processes should be data driven and based on the best information available on community and cohort needs and previous service evaluations.

This will require investment in data integration and pooling (across Government and the NFP sector) to inform the evidence-base and provide for consistent measuring, tracking and benchmarking of market segments over time within the context of the development of a long term data strategy.

Research and data analysis can assist in answering policy questions about social capital, thin markets and regulation; about managing market risks; about workforce trends; and about how technology might change the demand for supports. It can help drive service innovation and improved outcomes.

NDS members across Australia are providing a substantial amount of the NDIS-funded supports and NDS has established several data collections across the sector. Building on these data collections, will help provide evidence to inform investments in sector

development and important information about the connection between market design and outcomes for people with disability.

NDS encourages the Western Australian Government to work with NDS WA to monitor and respond to market risks as they emerge. We urge Government to provide funding to support:

* The establishment of a disability research structure (similar to AHURI) with an emphasis in data integration and pooling.
* Releasing the WA Open Data Review Report by the WA Chief Scientist.
* Pursuing reforms to make data more accessible and affordable for researchers, Government and the community, including legislative changes to establish an independent authority and a centralised data repository or data commons.
* Funding data collection on service outcomes as part of service contracts.
* Using shared outcome frameworks to drive cross-Government outcomes as part of the
* Our Communities reporting and place-based integrated service reforms.
* Ensuring data linkage and analytics is central to the reformed Partnership Forum /
* Supporting Communities Forum.

#### Support competition with good information

Access to good information on the services that exist, what they offer, what people are seeking and what supply gaps exist is essential to a well-functioning market. People with disability need to understand what they may purchase in the NDIS; and existing and potential suppliers need knowledge to make strategic business decisions.

Good information about supply and demand has been lacking during the three-year national trial of the NDIS. This information gap is being addressed, in part, by the introduction of Market Position Statements and the proposed development of an e-market; however, the Scheme is expanding rapidly and the e-market does not yet exist.

In developing information, the preferences and needs of consumers must be considered. Information must be provided in alternate formats in line with State Government policy on accessible information.

NDS supports the funding, development and distribution of an online service directory app that would provide people with disability, their families and carers comprehensive information about the range of disability services provided in a locality. The place based or service type information would aide individual decision making and ensure access to services. The app would also provide support to planners. This could be functionality extended to inclusive services available at local mainstream agencies and local

Government to support the on-ground delivery of the National Disability Strategy as well as meeting agency and local government legislative obligations with regards to accessible services and delivering community services in partnership. NDS would require the involvement of people with disability in the design and development of the project and the app itself.

#### Commit to reducing red tape and duplication

NDS WA highlights that a priority for service providers is for Government to reduce their administration demands and reporting requirements. The focus should be to continue to streamline procurement processes and reduce red tape and duplication, which have also been identified as service review priorities by the McGowan State Government.

Although this was identified in the Delivering Community Services in Partnership policy, the reality of the NDIS has seen a massive increase in the disability sector. In Western Australia where providers have been working in multiple concurrent service systems including the State and Commonwealth NDIS trials, often the same information is required in different formats to different offices within the same Government Agency.

The full roll out of the NDIS in Western Australia provides opportunity to review and streamline reporting requirements across relevant State and Federal systems.

Along with the State Government’s SPR it also provides opportunity for Government to put in place mechanisms for community service providers, to agree on a single reporting framework and negotiate simpler funding arrangements moving toward a single contract. This includes disability services providers that are already delivering integrated service models based on funding from multiple programs and departments.

This includes moving towards longer-term service contracts (e.g. 5 years), reducing the number of smaller grant programs where they are predominantly used to support

components of integrated services, reducing duplication across Government (for instance, where different Government agencies are funding early intervention services in the one region), and progressing the commitment to outcomes-based contracting.

NDS WA believes that there is a way to go on delivering the commitments made towards red-tape reduction, uniform contract terms and outcome-based contracting under the former Delivering Community Services in Partnership Policy.

#### Commit to co-design of disability services and systems

The State Government’s Service Priority Review poses the question as to what new or innovative methods could the public sector use to make sure the community has access to the Government services it needs. Putting citizens right at the centre of service design and delivery is the key to effectively responding to this challenge.

The Review highlights the need to move away from ‘metro-centric’ designed service design

approaches which do not work in the regions. NDS supports the view that there must be a stronger emphasis on co-designing disability services for these localities supported by

sustained engagement with local communities including people with disability and service providers. This is a key recommendation of the interim report prepared by the SPR.

Co-design processes that engage people with disability, families and carers as well as service providers and is critical in making our services smarter. Lived experience and service experience offer insights on strengths-based approaches that build capacity to deliver meaningful outcomes. Families experiencing complex need and entrenched disadvantage are already strong in important ways, but we need to get behind them to

make them stronger – especially in the face of inter-generational trauma. The critical role that stronger families can play as the primary source of support and care for those facing significant life challenges needs to be formally recognised.

Clear KPIs for both upper and middle management levels in the public service will help monitor and driver a genuine commitment to delivering community services in partnership, place-based reforms and co-design processes.

The principle of co-design and adequate testing for all system design associated with the NDIS must be embedded in the transition/implementation process. This is particularly important for an effective transition to the NDIS. Lessons learnt from the NDIS trials and

full rollout across Australia has shown that the commitment to genuine co-design has been lacking in any real pragmatic way, resulting in as consistently poor quality plans requiring increased levels of review and appeal than might otherwise be experienced.

Similarly, the significant and much publicised issues associated with the NDIA’s ICT portal infrastructure are partly attributable to insufficient opportunities for codesign.

One of the corners cut in the speed to implement the system was adequate consultation with the users of the portal. Service providers carried unfunded costs as a consequence. A system’s usability is bound to be less than optimal if users have not been adequately consulted. Consultation and co-design must improve.

The pace and scale of NDIS implementation must not be allowed to compromise the integrity of the Scheme’s design principles or the quality of supports. Co-design and testing are critical to effectively support the size and scale of the Full Scheme NDIS roll out and in particularly significant supporting mechanisms such as ICT infrastructure.

Evidence from the roll out to date suggests a need for a more tailored change approach that recognises the broad range of individual impacts and needs in order to be able to understand the Scheme and use the ICT system effectively. Critical to the implementation of the NDIS, there must be adequate investment in the co-design and testing of ITC infrastructure including online portals between Government and not-for-profit organisations.

NDS WA is supportive of greater and more purposeful investment in the development of simple, meaningful and effective mechanisms for service user feedback and evaluation of how effective services are in meeting their aspirations and agreed outcomes.

#### The need for more integrated human services, particularly for regional communities

NDS WA is supportive of the delivery of more integrated human services, including disability services, and in particular the co-location of services in regional and remote parts of the State.

This will require a significant cultural shift to the thinking of how historically human services have been delivered.

The arrival of the NDIS and the ongoing imperative to progress the National Disability Strategy highlights the pressing need for mainstream services to participate in the reforms underway around services and supports for people with disability.

The issue of developing workable interfaces between specialist disability mainstream programs and the NDIS now requires practical attention to determine how this can be achieved to ensure the right outcomes for people with disability, service providers and Governments.

The Industry Plan has identified the transition period as a critical time that will require appropriate stewardship and intervention to ensure market availability, particularly for people needing services in regional and remote communities.

In some parts of the sector, there is limited understanding of the impact of the NDIS and subsequent increased competition. Organisations require a greater understanding of the broader WA disability services market, including operational policies, supply gaps and demand trends, in order to make informed decisions about their future operations.

There is a risk that high cost services may be withdrawn, particularly in thin or remote markets. There are also concerns that the sector will not be able to collectively recruit or retain the amount of skilled, capable staff required to fulfil the promise of the scheme. The Industry Plan research found that in small to medium disability organisations, there is a low level of preparedness for the new customer-orientated environment and the systems and processes to implement it.

The Industry Plan shows that organisations require improvements to their existing strategies, structures, planning, systems, processes and business models to better align with the individualised funding framework and person-centred principles of the NDIS, and to be financially sustainable in a more competitive market.

The research also found that many service providers are optimistic about challenges that present opportunities for them to grow and diversify. The implementation of new processes and procedures are expected to drive efficiencies. The absolute requirement to shift to individualised and person-centred approaches is expected to better support people with disability as well as boost collaboration and information-sharing within the sector.

A more competitive and deregulated market environment will not in itself address market failures. A stronger understanding of the NDIS and the broader market will ensure efforts to build capacity and capability are relevant, functional and efficient. Market failures must be addressed and future policy and legislative changes must be based on ongoing engagement and dialogue between people with disability, service providers and Government. There is potential for negative unintended outcomes for all these groups.

Harnessing these opportunities and resolving existing and emerging issues is expected to require significant investment, resourcing and commitment to strengthen community capacity to best support people with disability.

#### Place-based approaches

A place-based approach to commissioning integrated services can significantly reduce duplication and administration costs while delivering better outcomes for our communities. This will require, as a prerequisite, the development of a whole-of-government service integration policy that puts in place agreed definitions, principles and practices. The community sector should be an equal partner in its design.

The delivery of services to people with disability provides an opportunity to pilot integrated service models. It is one area where there is the great potential for a collaborative approach to service integration to deliver significant outcomes in health, justice, housing, employment and training as well as disability support services.

To achieve this requires commitment to progressing the joint commissioning of cross- disciplinary integrated service models. To deliver place-based collective impact models, requires strong high-level commitment to this reform processes, and firstly to identify reform opportunities.

To enable the joint commissioning of place-based integrated services WA needs to:

* Build the capability of both public and community sectors so that contract managers and service coordinators have the capacity to deliver integrated services. This requires both the development of processes and procedures as well as a change of culture and practice in all sectors. Regional human service managers need clear direction and support from their departments that empowers them to make decisions if they are to effectively engage in these collaborative processes.
* Ensure there is a mechanism to allow the combining of resources across existing programs and departments to commission integrated services. The shift from accountability for individual program budgets with specified deliverables to a wider accountability for achieving strategic outcomes has been a critical component of the mechanism of Government reforms in other localities such as New Zealand. This approach demonstrated the value of Treasury in supporting and enabling a pooledbudgeting and contracting model that supports place-based service integration, with clear reporting and due diligence.
* A clear model of decision making and accountability is required to support a joint commissioning process. This requires agreement of a shared outcomes framework against which services are commissioned, report and are measured and hence a shared reporting and accountability process.
* While there have been attempts in the past to achieve similar outcomes by identifying one particular Government department as the ‘lead agency’ which then has responsibility for oversight through its existing reporting processes, this is unlikely to produce truly shared governance and the cross-disciplinary aspects of service integration tend to be subsumed. A more effective approach is to develop shared reporting and accountability frameworks where all agencies and services are responsible for jointly reporting to Parliament for the delivery of shared outcomes against local and regional plans and targets. A ‘Our Communities report’ (which articulates human service outcomes delivered through the community sector) provides precisely this opportunity.

As a starting point to progress the further development of place-based integrated services, a series of trials should be undertaken as part of the regional NDIS implementation including the joint commissioning of disability services in the:

* Kimberley-Pilbara (Ashburton, Broome, Derby-West Kimberley, East Pilbara, Halls Creek, Port Hedland, Wyndham-East Kimberley and Karratha); and
* South Metro (Mandurah and Rockingham).

These trials will be case studies that can inform the creation of guidelines and resources to support future joint commissioning processes.

A place based approach to service will require mechanisms to enable community service providers to deliver integrated service models based on funding from multiple programs, and departments and agreement a single reporting framework.

To enable this to occur, NDS WA recommends that the State Government:

* Develop a whole-of-government service integration policy that puts in place agreed definitions, principles and practices starting with a discussion paper and consultation process.
* Review existing integrated services to see where there are opportunities to develop cross-government programs and (pooled) funding models that deliver better outcomes and reduce administrative complexity.
* There must be an underlying commitment to and investment in an evidence based approach (including to a data pooling and the WA Open Data Policy) to delivering impact. It will critically provide access to relevant data and cross-agency data linkage to support data driven co-design and commissioning.
* Develop a framework and practice guidelines for co-designing and jointly commissioning place-based service integration, through trials with Regional Leadership Groups in partnership with local community and disability services.
* Ensure that all co-design and joint commissioning processes are data driven and based on the best information currently available on community and cohort needs and previous service evaluations.

Disability services should be a priority for trialing the joint commissioning of integrated service models particularly for at risk cohorts such as people with complex needs.

#### Pilot Integrated Services Models

**People with Complex Needs**

Current funding and service responses within the disability sector are inadequate to respond effectively to many people with complex disability support needs. When an individual has complex needs that require responses from across a number of different agencies or sectors, the task of providing a holistic, coordinated response to the needs and aspirations of that individual becomes almost impossibly difficult.

Services for people with complex needs have been a common concern for both Government and the not-for-profit sector. There is a growing number of people who are allocated an individual funding package that have been unable to be supported by the sector, resulting in delays in their exit from hospital, prison or mental health facilities, and requiring the Government service provider to be the provider of last resort.

The critical need for sector development in supporting people with complex needs has been recognised as there are currently few service providers, despite goodwill and a desire to have greater impact, which are able to deliver solutions owing to gaps in knowledge of effective service delivery models and pricing options.

An April 2016 joint workshop held with DSC, the Department for Child Protection and Family Support (CPFS), disability and out-of-home care sector organisations, advocacy services and other stakeholders recognised that a new collective and integrated approach is required for young people with complex needs. They must be well supported in a consistent and certain environment fostering trust, consent and choice.

These concerns were also a common theme expressed at the Community Partnership Forum on 28 June 2016 which identified the challenges and opportunities in delivering services to people with complex needs, discussed barriers to service system integration, identified options to improve collaboration between agencies and indicated support for the development of strategies to enable service system integration.

NDS WA highlights that the findings from these consultations clearly indicate that:

* There are no services that adequately meet the individual and unique needs of people with high and complex needs and, as a result, many are not accessing services. Some people must undergo a crisis before they seek or accept support and there is a need for integrated services which focus on an individual’s needs rather than a service or program-specific support.
* Barriers to information sharing are often used as an argument against integration. While privacy issues may make it difficult, information can be shared. For example, where multiple agencies are working with one person, it is possible to have a single care plan with information shared with the individual’s consent. Other barriers to integration include competitive tendering and contracting and the Government Budget processes. Organisations have to compete against each other to receive funding, which makes it more difficult to collaborate at the local level.
* Agency by agency funding does not support an integrated model and leads to siloed service delivery. This is not only inefficient, but also makes it difficult to work out who should be funding support for an individual when their needs cut across program funding boundaries.
* Funding models do not support crisis management. While there is agreement that funds should be available to respond to urgent needs, it is difficult to get an immediate response.
* Outcomes should drive the investment; rather than funding steams directing the response. There is an inherent tension between providing greater localisation, implementing responsive services and maintaining an outcomes based framework.
* Service integration is a journey and not an end in itself. It will require a cultural shift across all organisations, as well as mechanisms which support collaboration and enable innovative and individualised responses to complex needs.

The important considerations for system service are the following:

* Barriers to integration, including competitive tendering and Government Budget processes are a critical key issue. There is a need for a cultural shift across organisations.
* There is strong agreement that work is needed to provide central coordination of funding. This includes a need to explore other funding models such as a single care plan for individuals with funding contributed from a range of different services. This would mean that relevant programs or agencies might provide funding for specific needs, but this funding would be managed at an individual level, particularly for people with complex needs receiving support from a range of different agencies. This could also occur at a community level, with funds coming from a range of sources but managed collectively in a local community.
* Funding models that allow organisations to better respond to crisis are also needed.
* Organisations would need to focus on using their individual specialist knowledge to work in partnership with other service providers. Changes to Government contracting need to enable this.

The issues and barriers to effective service delivery for people with complex needs have been clearly identified through engagement processes such as the workshop and forum – better integration of services across Government have been clearly identified. NDS WA considers that it is now important to take the next step and pilot a service integration model for young people with disability and complex needs using active learning research principles to learn, reflect and adapt responses.

The pilot would involve a collective approach with the Department of Communities, and relevant service providers, individuals, families and advocates. The focus should also be on the co-design of services for young people with complex needs, involving sector collaboration and planning and building on existing personalised approaches.

The pilot service integration model could develop clear lines of responsibility between the NDIS and the child protection and health systems regarding the provision of clinical and non- clinical support.

In addition, the integrated approach would need to establish agreement on the provision of complementary supports, such as public housing and education. It will also be important to assess the applicability of the current NDIS service strategies and pricing methodologies for people with complex support needs and ensure agility and urgency in responding as required. The anticipated benefits of such a pilot project are:

* Improved shared understanding between the sector, Department of Communities of the service requirements of people with disability and complex needs.
* A jointly agreed plan for the future development of services for people with complex needs.
* Increased capacity of not-for-profit organisations to support people with complex needs.
* Increased knowledge of effective service responses in the not-for-profit sector.
* An adaptable pricing methodology to ensure agility and urgency to better respond to people with complex needs.

Longer term benefits will include improved response rates and reductions in the time people with complex needs spend in inappropriate facilities resulting in improved behaviours, health, and wellbeing. The implementation of targeted early intervention strategies and the provision of appropriate and timely intervention support may also provide some long term systemic cost savings. It is anticipated the action learning research component will articulate strategic recommendations about the development of innovative models of integrated support for people with complex and high support needs.

In addition to the pilot and to further enhance the exisiting Positive Behaviour Framework, there is an opportunity to review how the Positive Behaviour Consultancy Support team in the Department of Communities can be effectively provided and utilised for the disability sector, including developing a community of practice to train and mentor sector staff as Positive Behaviour practitioners back with their own organisations. This approach is strengthened by Council of Australia’s Governments Disability Reform Council agreement on 2 September 2016 to share responsibility for delivering on their commitment to reducing and eliminating the use of restrictive practices in the NDIS. This includes the appointment of a national senior practitioner to improve reporting and provide support for participants and providers.

**Actions**

Strategic opportunities for whole-of-government reforms aimed at delivering more efficient and effective services that produce better outcomes.

1. Develop a framework and practice guidelines for service integration through place-based trials with Regional Managers Forums and District Leadership Groups
2. Implement the WA Open Data policy to ensure all data on community service provision and outcomes is easily accessible
3. Use data linkage on risk factors to explore the costs and benefits of the timing and intensity of family support interventions to reduce Aboriginal child removal rates

Key systemic reform priorities for the disability sector:

* Build the research and evidence base to support the National Disability Strategy and implementation of the transition after NDIS in WA.
* Investment in data aggregation and pooling (across Government and the NFP sector) to inform the evidence base providing consistent measuring, tracking and benchmarking by market segments over time within the context of the development of a long term data strategy.
* Embed the principle of co-design and adequate testing for all system design. This is particularly important for an effective transition to the NDIS. This will require:
* investment to build the culture and capability of the public and community sectors to develop guidelines and resources for cross-agency and cross- disciplinary co-design;
* the development and implementation of place-based integrated service models;
* piloting of place-based pooled-budgeting models; and
* development of shared reporting and accountability mechanisms for integrated service outcomes.
* Identify opportunities for the co-location of human services (including those for people with disability) particularly in regional and remote parts of the State and in particular using Government facilities more efficiently.
* Streamline procurement processes and reduce red tape and duplication including service provider reporting requirements and administration demands.
* Adequate investment in ITC infrastructure including online portals between Government and NFP organisations, particularly important for the implementation of the NDIS.

### Theme 4: Strong and Strategic Leadership to Drive Effective Government Stewardship

**Key Deliverables**

* **A State Government agency that oversees and delivers effective implementation of the National Disability Strategy and transition to the NDIS**
* Investment in strong Government stewardship
* Invest in an outcomes based framework with KPIs around service delivery, quality and efficiency

#### A strong Government body responsible for the implementation of the National Disability Strategy and the NDIS

The State Government will need to carefully consider the disability services it is required to provide outside of the NDIS – specifically those allocated to oversee the administration and the operation of the existing service system within and outside the NDIS.

The Machinery of Government changes announced by the McGowan Government are welcomed by NDS WA. We acknowledge the benefit of co-location of human service agencies, particularly with the design and delivery of more efficient and integrated, holistic services across marginalised and disadvantaged communities.

However, we also highlight that a well-resourced and highly skilled agency will be required to deliver the more effective implementation of the National Disability Strategy as well oversee the transition to the NDIS in WA. It is important that these critical functions are reviewed and retained within the Disability Services portfolio of the Department of Communities.

Any review of the Disability Services Act 1993 must also ensure there remains a Minister for Disability Services and a responsible agency accountable to Western Australian citizens with disability. This is especially important for implementation of a reinvigorated National Disability Strategy and the full implementation of the NDIS so as to provide greater choice and control for people with disability and sustainable services in all parts of our large State. This approach aligns with the considerations of the State Government’s Service Priority Review.

#### Investment in strong Government stewardship

The implementation of the NDIS in WA brings significant challenges including to ensure disability services are delivered to thin markets. The State Government needs to consider the importance of effective market stewardship and the role it should play, particularly in avoiding market failure in the delivery of disability services in regional and remote communities. Safety net services and emergency supports also need to be considered and a market steward would play a critical role in ensuring provision of last resort services. For regional and remote centres (such as north-west) there is a need to consider choice and control in the context of the small market for services and often a single provider (or no provider) servicing these small or remote communities. This requires consideration of pragmatic allocation models – for example, a single provider providing services to a collection of remote communities to enable economies of scale and allow providers sufficient billable hours to attract staff to the position.

Governments around the world are grappling with issues involved in stewarding public sector service markets to ensure they meet policy objectives. Without understanding the full range of ‘levers’ (i.e. actions and interventions) available to steward markets, Governments risk developing ‘thin markets’ that either fail to meet people’s needs in an appropriate and timely way or fail completely. ‘Thin markets’ emerge when there are not enough providers in a public or private market for it to function as intended. Thin markets have both a low number of buyers and a low number of sellers, and may also suffer from price volatility – a combination of characteristics that leads to market inefficiencies. They have become a major challenge for Governments as they are increasingly moving to use markets to deliver public services to maximise value for money without due consideration to equity.

In regional and remote markets, where there are highly specialised niche service or people with particularly complex needs are accessing services, there is a need for market monitoring, management and mitigation in order to secure high quality disability services that deliver individual, family and community outcomes

Without stewardship, people who are particularly vulnerable by virtue of their location or disability may experience service inequity.

This year the Productivity Commission argued more tailored responses are needed for thin markets within personalised approaches. At present, while efforts have been made to mitigate suspected thin markets, there is no known way to identify thinness in public sector service markets under a statewide NDIS.

Some services or geographical locations—but not all—would be suited to the introduction of increased competition. The real challenge will be working out the most appropriate mechanisms for delivering this. The assessment of whether there is scope for reform and what form it should take must be done on a case-by-case basis. Varied policy responses will be required in different parts of Western Australia.

NDS WA recommends caution in determining the approach to competition in thin markets. The early evidence from the NDIS is that giving purchasing power to consumers will not see a rapid expansion in the range or number of services on offer in these areas. In fact, the reverse may occur. Without a predictable income, some organisations will cease their provision of some services. Increased uncertainty combined with inadequate prices will almost certainly reduce choice for consumers.

NDS WA proposes a research project that seeks innovative methods to identify and assist in addressing thin markets in social service settings using the NDIS as a critical case study. Thin markets and market gaps (i.e. where no providers exist in a specific area) in the NDIS and similar schemes could undermine the goals of the scheme and the principles of public sector service delivery, including effectiveness, efficiency and equity.

The research project would:

* Use and further develop innovative network analysis techniques to identify thin markets or market gaps.
* Build knowledge of informal and formal governance levers and their influence market emergence and development.
* Identify potential levers for stewardship of highly complex and diverse public service markets.

Building on previous research, this proposal will develop new methodological approaches to enable Governments to identify thin markets in the public sector and, using international literature on market stewardship combined with insights generated by this study, determine ways to steward the emerging market to better meet their aims. This will provide critical knowledge for how to ensure the NDIS meets its goals – currently the NDIS is in a state of flux, as demonstrated by high profile implementation difficulties.

There are opportunities for the State Government to partner with the Commonwealth Department of Social Services (DSS) and NDS as part of an existing grant to look directly at the management of thin markets. The proposed work will assist to develop a robust methodology and set of practices for managing thin markets within the NDIS and the research will provide guidance on how best to implement, govern and steward public service markets.

The diversity of support needs met by the NDIS distinguishes it from other public service markets. The NDIS is a collective of markets for specialist supports and services intended for a diverse range of consumers each with very individualised needs.

A ‘one size fits all’ model that adopts a set and forget approach is perilous for individuals, service providers and Government which remains accountable for the expenditure and ultimately the welfare of individuals. A key risk facing the disability services in WA is that the gap between the supply of supports and demand will grow. The gap between supply and demand will be disparate across locations, across service types and across categories of disability. This risk will require intensive monitoring and analysis in a state as diverse as WA.

Effective public service markets depends upon a continual process of adaptation and change according to shifts in formal and informal market rules. This means an adaptive approach to market stewardship is required, to mirror the dynamic market (or system) being governed.

#### Invest in an outcomes based framework with KPIs around service delivery, quality and efficiency

Customer-focused and outcomes based service design and delivery is critical to the delivery of the broad outcomes of the National Disability Strategy, the NDIS and the McGowan State Government goals.

The Service Priority Review interim recommendations and the policy directions articulated through the 2017-18 State Budget provides a timely opportunity to embed stronger accountability mechanisms to measure progress with the delivery of outcomes across each outcome area of the National Disability Strategy.

NDS WA supports the development of a whole-of-government targets approach to shift the focus of the public sector to community outcomes. The development of National Disability Strategy KPIs and delivery principles aligns well with this approach.

The State Government should work towards implementing a range of whole-of-government reforms including developing appropriate KPIs for Departments, Directors General (and Ministers), as well as support and enable cross-government approaches, shared funding and accountability mechanisms.

It is critical that an outcomes-based accountability framework with reportable performance indicators around service delivery, quality and efficiency be developed and implemented. KPIs should include social and economic participation rates for people with disability. NDS WA recommends a common reporting framework be established to enable the tracking of key performance indicators (both quantitative and qualitative) over time. This report should be tabled in Parliament annually, reported by jurisdiction.

It is also vital that:

* The disability sector is an equal partner in the co-design of outcomes frameworks.
* The capacity of the public and community sectors to measure collective impact and evaluate service efficiency is enhanced.
* Funding and accountability processes are implemented within Government to ensure that rigorous data driven service evaluation drives funding decisions.
* Timelines and processes for service evaluation and commissioning processes are established and are transparent, timely and require continuous service improvement.
* Ensure outcomes frameworks are evidence-based and at an appropriate level.
* The sector is a partner in development of measurement and evaluation requirements.

### Acknowledgements

#### NDS WA 2017 State Committee

The NDS WA State Committee represents WA members and is responsible for setting the strategic priorities of NDS WA. As a body with delegated responsibility, the State Committee channels information and advice to the National Board on state based issues through the State Manager and Chair. NDS WA has two representatives on the National Board.

The current membership of the NDS WA State Committee is:

Joan McKenna Kerr, Autism Association of WA, Chief Executive Officer & Chairperson, NDS National Board President

Gordon Trewern, Nulsen Disability Services, Chief Executive Officer & Deputy Chairperson, NDS National Board Member

Debbie Karasinski, Senses Australia, Chief Executive Officer (retired June 2017)

Fiona Beermier, Intelife, Chief Executive Officer (resigned May 2017)

Justine Colyer, Rise, Chief Executive Officer

Marcus Stafford, MSWA, Chief Executive Officer

Marina Re, IdentityWA, Chief Executive Officer

Matt Burrows, Therapy Focus, Chief Executive Officer (retired June 2017)

Michael Tait, Rocky Bay, Chief Executive Officer

Robert Holmes, Enable WA, Chief Executive Officer

Rosie Lawn, Avivo, Chief Executive Officer

Darren Ginnelly, My Place, Managing Director (August 2017)

Robert Hicks, Goldfields Individual and Family Support Association Inc, Chief Executive Officer (August 2017)

Suzie Cowcher, Ability Centre, Chief Executive Officer (August 2017)

Vik Jeyakumar, KIRA Inc, Chief Executive Officer (August 2017)

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### About NDS

National Disability Services (NDS) is Australia’s peak body for non- government disability service organisations. In WA, NDS represents over 100 not-for-profit disability services organisations. It provides services to tens of thousands of people with disability, their families and carers in the state. Services range from home support, respite and therapy to community access, employment and more.

NDS and its members in WA are committed to providing high standards of care and supports and better outcomes for people with disability. It is well recognised that to do this, service providers will have to completely adjust their operations and way in which they provide services to people with disability.