# WA Disability Services Sector Industry Plan

# Highlights

## Introduction

National Disability Services WA (NDS WA) is excited to present the WA Disability Services Sector Industry Plan (The Industry Plan). 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 National Disability Insurance Scheme (NDIS). The Industry Plan provides effective support for the NDIS transition.

This overview provides a summary of key findings, an analysis of service capability, strategies for transition and a plan for implementation. A full version of the WA Disability Services Sector Industry Plan is available on the NDS website, www.nds.org.au.

## About the Industry Plan

NDS commissioned ACIL Allen Consulting in July 2016 to research and establish a knowledge base on the contribution and potential of the WA disability sector under the NDIS – the Industry Plan.

The Industry Plan will form the centrepiece for the effective implementation of the NDIS in WA, highlighting priorities and outlining a range of measures that require strong investment by the State Government.

The Plan clearly articulates that the NDIS will stimulate significant economic and jobs

growth for the State, but that smooth transition and delivery of high-quality disability

services in all parts of our vast state will require significant investment by the State

Government in an Industry Plan. This has been the case with other jurisdictions such

as Victoria ($36M) and NSW ($30M) to assist with sector NDIS readiness and building a

sustainable supply of disability services into the future.

The Plan highlights the importance of the WA disability sector working in close partnership with the State Government to improve the lives of people with disability in our State. This

will assist in building a strong disability sector that provides increasing and diverse choice

for people with disability across WA, including regional and remote locations.

## Why an Industry Plan is needed

A well-functioning NDIS will improve the lives of people with disability and their families

and create a sustainable disability support system. However, without a coordinated

strategic approach to change management, there is a risk that growth in demand will

outpace supply and that service innovation will be impeded.

The Industry Plan provides a clear, solid framework for a coordinated and comprehensive

approach to NDIS transition and is relevant for all levels of government and all sectors

of the community. The Industry Plan is expected to evolve over the next three years in

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response to the external drivers that influence and shape the sector. The Industry Plan is an evidence-based strategic data asset that creates a line of sight between organisational and market outcomes and quality of life outcomes for people with disability. It demonstrates

cause and effect between the interests of consumers, government policy settings and the

sustainable supply of services.

## How the Industry Plan was developed

The Industry Plan was developed through extensive engagement within the disability

sector and analysis of new and existing data and information. The compressed timeline for

the full roll out of the NDIS in WA was considered, as was the experience of other states

and territories. Interstate experiences demonstrate the importance of engaging people

with disability, their families and carers, as well as service providers in the design of the

Scheme and its implementation. It is critical that the significant problems experienced in

other jurisdictions are avoided in order to keep the NDIS implementation on track in WA.

## Profile of the WA disability sector

To inform the development of the Industry Plan, ACIL Allen developed a separate,

stand-alone Industry Profile of the WA disability services sector. It provides a snapshot

of the sector’s performance and outlook, as well as its overall strengths, weaknesses,

opportunities and any threats to its success.

The Industry Profile is based on the SWOT analysis undertaken on the sector and other

reports already developed by ACIL Allen, including the WA Disability Sector Economic

Impact Assessment report and the WA Disability Sector Survey report.

The SWOT summary, shown in Figure 2, depicts the overall performance and outlook for

the WA disability sector. It provided an important starting point in the development of the

Industry Plan. Figure 1 provides a snapshot of key opportunities and challenges identified

by the WA Disability Services Sector as the transition to the NDIS occurs.

The SWOT analysis also provided valuable insights for sector organisations in the

development of their own strategic plans as the sector moves towards full implementation

of the NDIS in WA.

Critical information sourced from the SWOT analysis has informed the Three Strategic

Themes of the Industry Plan.

**Figure 1. WA disability services sector opportunities and challenges**

Figure 1: WA disability services sector opportunities and challenges
Organisation opportunity:
Other 13%
Merge with other organisations 4%
Enhanced workforce outcomes 8%
Improved outcomes for people with disability 12%
Improved efficiency of services delivery 15%
Growth and diversification 48%
Orgasnisational challenge:
Lack of funding for for non-NDIS services 6%
Ensuring quality outcomes for people with disability 3%
Recruiting and retaining a sufficient & capable workforce 23%
Organisational services delviery growth and diversification 7%
The implementation of new systems and processes 19%
Higher levels of competition 5%
Financial sustainability 27%
Managing the expectations of people with disability 4%
Marketing to people with disability 4%
Other 3%
WA Disability Sector Opportunity:
Improved outcomes for people with disability 23%
Organisational and disability sector growth 20%
Enhanced workforce outcomes 10%
Enhanced sector collaboration and partnerships 17%
Enhanced information sharing & public awareness of the WA disability sector 7%
Improved sector efficiency 11%
Other 13%
WA Disability Sector challenge:
Meeting the needs of all people with disability 11%
Having a sufficient & capable workforce 15%
Financial sustainability of the NDIS 7%
Levels of bureaucracy 7%
Having adequate levels of sector collaboration & informaiton sharing 8%
Achieving quality outcomes for people with disability 18%
The full roll-out of the NDIS, including the implementation of new systems & processes 12%
Lack of funding for organisations to remain viable 12%
Other 11%

### Figure 2. WA disability services sector SWOT summary

Strengths:
• The WA disability sector for many years been at the forefront of many of the innovations that are cornerstones of the NDIS, including individualised funding and the use of local area coordinators
•  The sector is largely representative of established organisations that have a long history in delivering reputable and high quality services to people with disability, and that have built strong and long-standing relationships over many years
• The more populated regional areas of WA are well serviced by the sector’s organisations that provide a diverse mix of services across a range of market segments
Opportunities:
•  Increased levels of sector-wide funding under the NDIS provides prepared organisations with the opportunity to grow and diversify
•  The implementation of new processes and procedures, coupled with increased opportunities for consolidation, driving efficiency improvements in the sector 
•  The necessity to meet the needs of all people with disability provides greater opportunities for collaboration and information sharing across the sector
•  The implementation of individualised funding provides people with disability with greater autonomy and decision making power
Limitations:
•  The financial sustainability of organisations in a new market-driven and highly competitive environment, especially for those already under considerable financial stress
•  Service provision gaps, including in less-populated regional and remote areas, and for niche services, such as communication and aids and equipment
•  A limited understanding of the impact of the NDIS and increased levels of competition, including overly optimistic revenue expectations for many organisations
• A low level of preparedness for a new customer-orientated environment, which includes the implementation of necessary processes and systems
Threats:
•  Not being able to recruit and retain the magnitude of capable workers required under the NDIS for a variety of roles
•  High cost services that are not profitable in a self-directed funding environment being withdrawn from the market, including those in regional and niche markets
•  Ensuring quality outcomes for people with disability when there is an increasing focus on sector-wide efficiency improvements
•  Uncertainty on the details of the future WA NDIS model, including the levels of bureaucracy and administration, and future services demand across WA
• Increased level of competition having a negative affect on the levels of collaboration and information sharing in the sector

## 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 and 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.

### Figure 3. WA Disability Services Sector Industry Plan

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.

The Industry Plan identifies critical issues that must be addressed to ensure that sector

growth from the NDIS is improving service choice, availability, and creating better

outcomes for people with disability.

The critical issues include fostering and maintaining a workforce that is productive,

inclusive, efficient and mobile and that can be supported by ongoing market intelligence

and stewardship that monitors and prevents service failure.

This will require better preparedness, sophistication and financial resilience among service

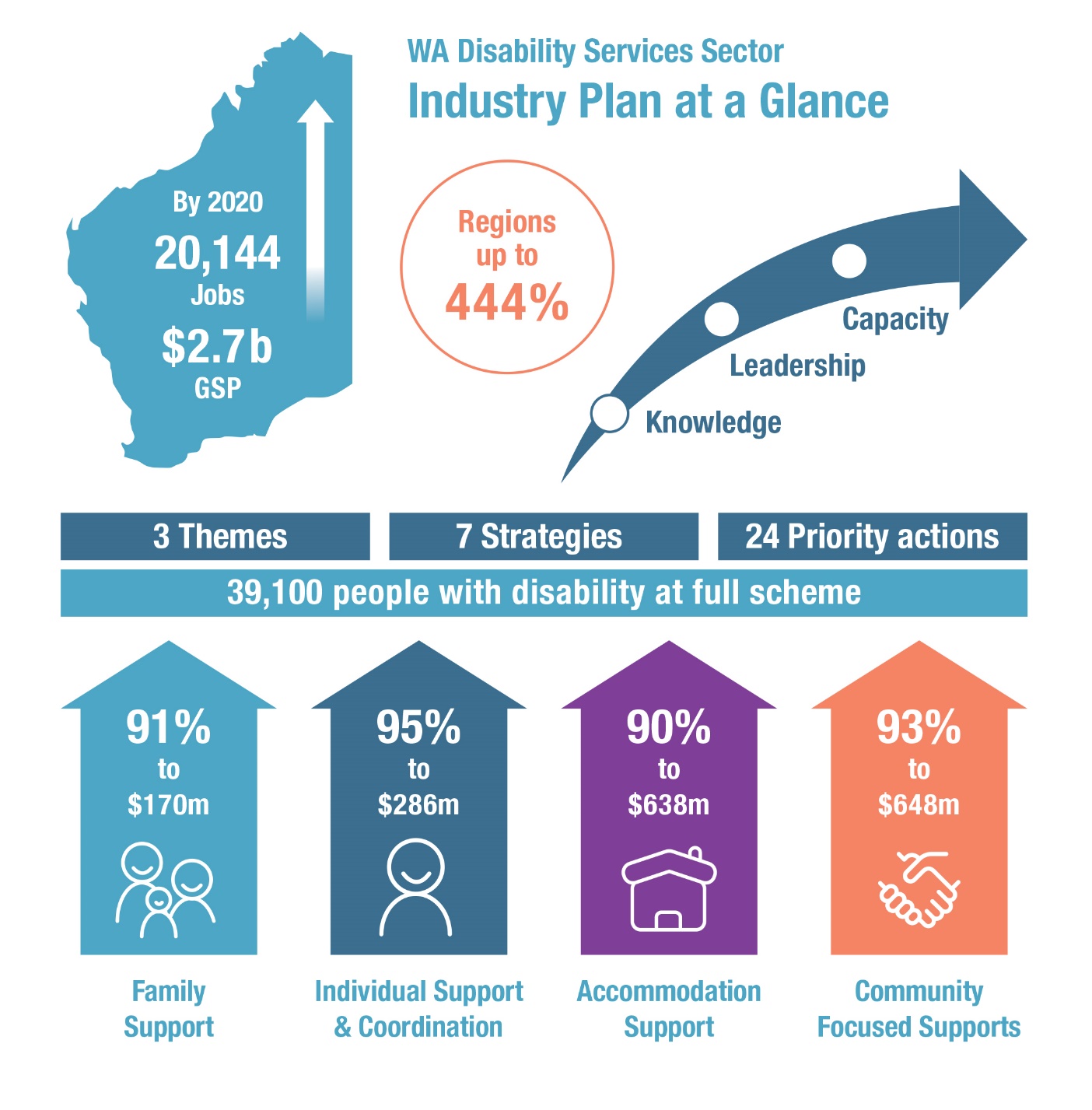
providers, as well as access to more integrated and user-friendly information systems.

Greater collaboration with and across government is necessary to provide the leadership

required to drive policy and legislative change.

## Key Industry Plan Facts and Figures

### Figure 4. Industry Plan economic and service projections



## 2020 Projections

* **Significant economic growth**

$2.7B contribution to the state’s economic activity (Gross State Product), up from $1.4B in 2015-16

* **Income growth**

$1.8B in incomes, up from $941M in 2015-16

* **Strong jobs growth**

20,144 direct and indirect jobs, up from 10,507

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.

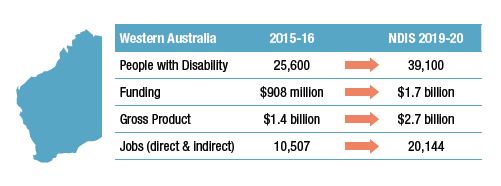
By 2020, the disability sector in WA is forecast to generate a total of $2.7 billion worth of

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.

**Figure 5. Projected impact of NDIS**



The availability of the NDIS will 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 across four core service types:

* Coordination and individual support up 95 per cent to $286 million
* Community-focused support up 93 per cent to $648 million
* Family support up 91 per cent to $170 million
* Accommodation support up by 90 per cent to $638 million

**Figure 6. Future funding arrangements by service area**

**Future funding arrangements by service area:
In family support, funding will grow by 91 per cent from the current 89 million dollars to 170 million dollars.
In coordination and individual support, funding will grow by 95 per cent from the current 147 million dollars to 286 million dollars.
In community-focused support, funding will grow by 93 per cent from the current 336 million dollars to 648 million dollars.
In accommodation, funding will grow by 90 per cent from the current 336 million dollars to 638 million dollars.**

## Workforce and jobs growth

WA needs a contemporary, adaptable and high-performing disability workforce to implement the NDIS effectively.

**Figure 7. Employment impact full implementation**

![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.](data:image/jpeg;base64,/9j/4AAQSkZJRgABAQEAYABgAAD/4RD0RXhpZgAATU0AKgAAAAgABAE7AAIAAAAOAAAISodpAAQAAAABAAAIWJydAAEAAAAcAAAQ0OocAAcAAAgMAAAAPgAAAAAc6gAAAAgAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAEluZHJlIE1jR2xpbm4AAAWQAwACAAAAFAAAEKaQBAACAAAAFAAAELqSkQACAAAAAzAxAACSkgACAAAAAzAxAADqHAAHAAAIDAAACJoAAAAAHOoAAAAIAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA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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
* 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.

## Growing disability services in the regions

The size of WA and the provision of services to regional and remote communities pose

unique challenges in the context of implementing the NDIS state-wide. Integrated

strategies are required in regional and remote communities to realise improved outcomes

for people with disability living outside of the metropolitan area. People with complex needs

will need integrated but highly-specialised services wherever they live.

The Industry Plan research found an increasing number of disability service providers

intend to provide services across most areas by 2019-20. There is particular interest in

expanding daily living services, behaviour support and specialist care services, wellbeing

services, episodic coordination of support services and therapy and specialist support

services. All regional areas are forecast to experience increases in the number of service

providers, with the strongest growth expected in the more-populated regions of Peel, South

West, Wheatbelt and Goldfields-Esperance.

Demand for services is expected to increase significantly as more people access services

through the NDIS. Individualised funding in the disability sector will increase in all regions. The projected increases on current rates of funding range from 70 per cent in the

metropolitan area to 444 per cent in the Gascoyne.

* Metropolitan Perth region up 70 per cent to $1.2 billion
* South West up 78 per cent to $139 million
* Great Southern region up 145 per cent to $59 million
* Peel region up 152 per cent to $104 million
* Pilbara region up 194 per cent to $21 million
* Goldfields-Esperance region up 221 per cent to $41 million
* Kimberley region up 224 per cent to $26 million
* Mid-West region up 318 per cent to $60 million
* Wheatbelt region up 355 per cent to $90 million
* Gascoyne region up 444 per cent to $8 million

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.

Government will need to take decisive action on the social and economic imperatives that

underpin its commitment to people with disability. This includes investment in monitoring

and measuring outcomes, and providing for tangible progress actions in disability and

across the justice, housing, education and transport sectors.**Regional Economic Impact**

### Figure 8. Regional impact of NDIS

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

**The regional impact of the NDIS, continued:
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**

### A different marketplace and the need for more integrated services

The Industry Plan 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 people with disability,

service providers and government.

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.

## Activating change

The NDIS should be about providing maximum benefit to people with disability, their

families and careers, 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 WA 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 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 traditional 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.

### 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.

**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 WA.

**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.Figure 9. The Industry Plan key strategic themesSector 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 disability.

1. **Ongoing sector leadership**

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

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.

The Industry Plan 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. It provides a solid pathway for a smooth

transition to a statewide NDIS in WA.

## 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.

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